

## Introduction

This annex presents the strategic outcomes and program activity descriptions of departments and agencies. A strategic outcome is a long-term and enduring benefit to Canadians that stems from a department's mandate and vision and represents the difference a department intends to make for Canadians. A program activity is a group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results.

The Internal Services Program Activity supports all strategic outcomes and is common across government. 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.

**Agriculture and  
Agri-Food  
Department**

### Strategic Outcome

*An environmentally sustainable agriculture, agri-food and agri-based products sector.*

### Program Activity Descriptions

#### *On-Farm Action*

Agriculture and Agri-Food Canada (AAFC) supports farmers through direct on-farm programming that identifies environmental risks and opportunities and promotes the continuous growth of the stewardship ethic within the agriculture and agri-food industry. AAFC supports farmers through agri-environmental risk assessment and planning; providing expertise, information and incentives to increase the adoption of sustainable agriculture practices at the farm and landscape levels; investigating and developing new approaches that encourage and support the adoption of sustainable agriculture practices; and increasing the recognition of the value of sustainable agriculture practices. This program supports environmental stewardship and helps reduce the sector's overall impact on the environment. It contributes to a cleaner environment and healthier living conditions for Canadian people, and a more profitable agriculture sector.

#### *Environmental Knowledge, Technology, Information and Measurement*

Agriculture and Agri-Food Canada (AAFC) is focused on supporting the sector through initiatives that enable them to use a more systematic management approach to making decisions with respect to environmental risks and help identify suitable corrective actions. AAFC is conducting basic and applied research to improve scientific understanding of agriculture's interactions with the environment on the key environmental challenges facing Canada and its regions; developing sustainable agricultural practices and validating environmental and economic performance at the farm and landscape levels; and developing, enhancing and using agri-environmental indicators, greenhouse gas accounting systems and economic indicators to assess the sector's environmental and economic sustainability. This program provides the platform for innovation and discovery of technologies and strategies to improve the agri-environmental performance of the sector.

### **Strategic Outcome**

*A competitive agriculture, agri-food and agri-based products sector that proactively manages risk.*

#### **Program Activity Descriptions**

##### *Business Risk Management*

Agriculture and Agri-Food Canada has a comprehensive business risk management program to better equip producers with the tools and capacity to manage business risks. This program provides coverage for small income declines, margin-based support for larger income losses, a disaster relief framework for rapid assistance to producers and production insurance to protect farmers against production losses due to uncontrollable natural hazards. In addition, assistance to producers through the provision of Financial Guarantees facilitates the marketing of producers' products when market conditions and prices may be more favourable.

##### *Trade and Market Development*

Agriculture and Agri-Food Canada (AAFC) acts as Canada's agricultural trade advocate, working to break down trade barriers at home and abroad and expand opportunities for the agriculture, agri-food and agri-based products sector. AAFC assists the sector in identifying new domestic and global opportunities, markets and ways to enhance productivity, competitiveness and prosperity. AAFC also works to distinguish Canadian products under Brand Canada International and the Domestic Branding Strategy to expand and deepen the sector's strengths in the marketplace.

##### *Food Safety and Biosecurity Risk Management Systems*

Agriculture and Agri-Food Canada supports producers and organizations in the development and implementation of food safety, biosecurity and traceability risk management systems to prevent and control risks to the animal and plant resource base thus strengthening the sector against widespread diseases and losses in domestic and foreign markets. The risk management systems are national, government-recognized on-farm and/or post-farm Hazard Analysis of Critical Control Points (HACCP) or HACCP-based food safety systems, National Biosecurity Systems and a National Agriculture and Food Traceability System. These systems also support emergency management to limit the spread of animal and plant diseases, thereby reducing economic, environmental and social impacts of a crisis. A National Animal and Plant Biosecurity Strategy provides overall policy direction ensuring efforts are targeted at the highest possible biosecurity risks. Eligible recipients include national or regional non-profit organizations, producers and industry stakeholders.

##### *Regulatory Efficiency Facilitation*

Agriculture and Agri-Food Canada is undertaking initiatives to ensure that the regulatory environment promotes sector innovation, investment and competitiveness. The Department recognizes that with the rapid pace of technological advancement and emerging gaps between international and domestic regulatory policies, Canada's regulatory environment will need to increase capacities and accelerate modernization to be responsive. The initiatives will involve working with stakeholders along the value chain to enhance their ability to fulfill regulatory requirements, and collaborating with federal partners and industry to find ways of streamlining the regulatory burden through targeted actions on sector priorities, while at the same time maintaining Canada's strong regulatory system with respect to health and safety. Improving the timeliness and transparency of science-based regulatory decision-making will also contribute to improved public and stakeholder confidence.

*Farm Products Council of Canada*

Established through the *Farm Products Agencies Act* (the Act), the Farm Products Council of Canada (FPCC) is a unique public interest oversight body which reports to Parliament through the Minister of Agriculture and Agri-Food (the Minister). The Act provides for the creation of national marketing and promotion research agencies. The FPCC supervises these agencies and works with them to ensure that the supply management system for poultry and eggs and the check-off system for beef cattle work in the balanced interest of all stakeholders, from producers to consumers. The FPCC also provides advice to the Minister, maintains relationships with provincial governments and is an active proponent of portfolio management.

**Strategic Outcome**

*An innovative agriculture, agri-food and agri-based products sector.*

**Program Activity Descriptions**

*Science, Innovation and Adoption*

Agriculture and Agri-Food Canada contributes to the competitiveness of the agriculture, agri-food and agri-based products sector by supporting innovation designed to improve profitability in new and existing products, services, processes and markets. Coordinated and informed decision-making is supported with strategic foresight, research, and information sharing contributing to integrated planning engaging industry, government and academia. Collaborative action is promoted to accelerate the flow of science and technology along the innovation continuum in support of industry defined strategies for future success. Farmers, agri-entrepreneurs and agri-based small and medium sized enterprises are supported in their efforts to adopt new technologies and commercialize new products and services. Pathfinding and transformational research, help to define future opportunities and prepare the sector for emerging opportunities and challenges.

*Agri-Business Development*

This program activity builds awareness of the benefits and encourages the use of sound business management practices, while also enabling businesses in the sector to be profitable and invest where needed to manage the natural resource base sustainably and to market and produce safe food and other products. The Agri-Business Development program funds provincial and territorial activities related to business management practices and skills that: strengthen the capacity of businesses in the sector to assess the financial implications of business improvements, including the impact of environmental plans, food safety systems and innovation projects on their business profitability; manage transformation, respond to change and adopt innovation in business operations; help the agri-business owner understand their financial situation, implement effective action and business management plans/practices and provide for enhanced participation by young or new entrants, First Nations clients, and clients in specific sub-sectors in transition.

*Rural and Co-operatives Development*

Rural and Co-operatives Development supports community development through two distinct components:

First, it leads an integrated, government-wide approach, called Canada's Rural Partnership, through which the government aims to coordinate its policies towards the goal of economic and social development and renewal of rural Canada. It develops partnerships with federal departments, provincial and rural stakeholders and offers tools to enable rural communities to use their innovative capacity to capture the value of local amenities, and to achieve greater local or regional economic competitiveness.

Second, it facilitates the development of co-operatives as an effective self-help tool for Canadians and communities to address their needs and capture economic opportunities. It provides advice across government on policies and programs affecting co-operatives and builds partnerships within the federal government and with the co-operative sector, the provinces and other key stakeholders to support the development of co-operatives.

*Canadian Pari-Mutuel Agency*

Section 204 of the Criminal Code of Canada designates the Minister of Agriculture and Agri-Food as the individual responsible for the policy and regulatory functions pertaining to pari-mutuel wagering on horse races. The Canadian Pari-Mutuel Agency (CPMA) is a special operating agency within AAFC that regulates and supervises pari-mutuel betting on horse racing at racetracks across Canada, with the objective of ensuring that pari-mutuel betting is conducted in a way that is fair to the betting public. Costs associated with the activities of the CPMA are recovered through a levy on every dollar bet on horse races in Canada. The levy is currently set at eight-tenths of a cent of every dollar bet. CPMA's strategic plans are focused on regulating and supervising pari-mutuel wagering on horse races in the most modern, effective and transparent manner.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Agriculture and  
Agri-Food  
Canadian Dairy  
Commission**

**Strategic Outcome**

*To enhance the vitality of the Canadian dairy industry for the benefit of all stakeholders.*

**Program Activity Descriptions**

*Administer milk supply management system*

Set support prices for butter and skim milk powder. Determine and recommend National quota for industrial milk production. Facilitate within the dairy industry. Administer Domestic Seasonality (supply and demand) Program.

**Strategic Outcome**

*A safe and accessible food supply and plant and animal resource base.*

**Program Activity Descriptions***Food Safety Program*

The Food Safety Program aims to mitigate risks to public health associated with diseases and other health hazards in the food supply system and to manage food safety emergencies and incidents. The program achieves its objectives by promoting food safety awareness through public engagement and verification of compliance by industry with standards and science-based regulations. The program delivers initiatives to verify that consumers receive food safety and nutrition information and to mitigate unfair market practices targeting consumers and industry. Collaboration with other governments and stakeholders further enhances the Agency's ability to track, detect and mitigate risks associated with food and the food supply system, including food-borne illness. This program supports public health and instils confidence in Canada's food system.

*Animal Health and Zoonotics Program*

The Animal Health and Zoonotics Program aims to mitigate risks to Canada's animal resource base, animal feeds and animal products, which are integral to a safe and accessible food supply system as well as to public health. The program achieves its objectives by mitigating risks to Canada's animals (including livestock and aquatic animals) from regulated diseases, managing animal disease emergencies and incidents, mitigating and managing risks to livestock and derived food products associated with feed, promoting animal welfare and guarding against deliberate threats to the animal resource base. The program helps to mitigate risks associated with animal diseases that can be transmitted to humans by controlling diseases within animal populations. This program supports the health of Canada's animal resources and instils confidence in the safety of Canada's animals, animal products and by-products, and production systems.

*Plant Resources Program*

The Plant Resources Program aims to mitigate risks to Canada's plant resource base, which is integral to a safe and accessible food supply, as well as to public health and environmental sustainability. The program achieves its objectives by regulating agricultural and forestry products; mitigating risks to the plant resource base (including crops and forests) from regulated pests and diseases; regulating the safety and integrity of seeds, fertilizers and plant products; and managing plant health emergencies and incidents. The program also guards against deliberate threats to the plant resource base, facilitates the introduction of emerging plant technologies and protects the rights of plant breeders. Achieving the objectives of the program instils confidence in Canada's plants, plant production systems and plant products, and contributes to the health of Canada's plant resources.

*International Collaboration and Technical Agreements*

The CFIA's International Collaboration and Technical Agreements program contributes to a coherent, predictable, and science-based international regulatory framework that facilitates meeting regulatory requirements of importing countries' food, animals and plants, and their products, resulting in the facilitation of multi-billion dollar trade for the Canadian economy. The program achieves its objectives through actively participating in international fora for the development of international science-based rules, standards, guidelines and policies and, the management of sanitary and phytosanitary committees established under international agreements. The CFIA's active promotion of the Canadian science-based regulatory system with foreign trading partners and negotiations to resolve scientific and technical issues contribute to market access.

**Agriculture and  
Agri-Food  
Canadian Food  
Inspection Agency**

**Agriculture and  
Agri-Food  
Canadian Grain  
Commission**

**Strategic Outcome**

*Canada's grain is safe, reliable and marketable and Canadian grain producers are protected.*

**Program Activity Descriptions**

*Grain Quality Research Program*

The *Canada Grain Act* requires the Canadian Grain Commission (CGC) to undertake, sponsor and promote research related to grains. The CGC conducts research in support of the grain quality assurance system (GQAS) to address emerging issues and permit the effective marketing of Canadian grain in the interests of producers and the Canadian grain industry. The CGC's Grain Research Laboratory (GRL) researches methods to measure grain quality, new quality factors, and new grain standards. Grain quality research supports the continual improvement of the GQAS. The grain quality research program is funded by appropriations.

*Producer Protection Program*

The CGC is mandated to serve producer interests by upholding the *Canada Grain Act* and as such has implemented a number of programs and safeguards to ensure the fair treatment of Canadian grain producers. These include the licensing and security program, allocation of producer cars for producers and producer groups that wish to ship their own grain, and producer liaison measures including a grain grade appeal system. In addition, the CGC collects and updates grain quality data and grain handling information to facilitate producer sales and marketing decisions. The producer protection program is funded by a combination of revolving fund revenue and appropriations.

*Quality Assurance Program – Revolving Fund*

Canada's grain quality assurance system (GQAS) assures consistent and reliable grain quality that meets the needs of international and domestic markets. Daily provision of grain inspection and grading services as mandated by the *Canada Grain Act* as well as strong scientific and technical support programs and services are integral components to the overall delivery of an effective GQAS. Canada's GQAS is continually adapted to the end-use needs of domestic and international buyers of Canadian grain, and to the ongoing structural changes within the grain industry to maintain Canada's reputation as a consistent supplier of quality grain. An effective GQAS is a key factor in permitting Canadian exporters to market successfully in competitive international grain markets and is essential for producers in order to realize maximum value from their grain.

*Quantity Assurance Program – Revolving Fund*

The Canadian grain quantity assurance system assures the weight of grain loaded into or discharged from conveyances and in storage in the licensed terminal and transfer elevator system to meet the requirements of the grain industry from producers to customers. Daily provision of grain weighing services as mandated by the *Canada Grain Act* forms a major part of the Quantity Assurance System. To maintain relevancy and to address constantly changing industry demands, ongoing technical support is provided in support of the grain quantity assurance system.

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**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services – Revolving Fund*

See introductory text.

*Internal Services*

See introductory text.

**Strategic Outcome**

*A competitive Atlantic Canadian economy.*

**Program Activity Descriptions***Enterprise Development*

Notwithstanding recent overall economic progress, some significant challenges remain and great opportunities exist for development. One of the most telling indicators of this is that, in a number of sectors, productivity remains significantly lower than in leading countries and other regions of Canada. The Atlantic Canada Opportunities Agency (ACOA) will work in partnership with Atlantic Canadian enterprises, stakeholders, industry and institutions to improve the growth and productivity of Atlantic Canada's economy, leading to increased competitiveness, earned incomes and job creation.

ACOA works to improve the region's capacity for economic growth through a variety of strategically focused mechanisms, which includes: assisting enterprises, particularly small and medium-sized ones, to help them start, expand or modernize their businesses, and establish and expand export activities; partnering with universities and other institutions to increase the region's research and development capacity, commercialization and productivity; and promoting and participating in the region's transition to the knowledge economy.

**Atlantic Canada  
Opportunities Agency  
Department**

*Community Development*

The Atlantic economy is built on the region’s many geographic, linguistic, and cultural communities. From small remote villages to larger urban centres, the opportunities and challenges vary significantly. Communities are the foundation of economic development and are critical for economic prosperity. The Atlantic Canada Opportunities Agency (ACOA) recognizes the importance of these communities in an economic development framework and supports their efforts to develop the resources they need to assume full responsibility for their own economic development. For those reasons, ACOA focuses targeted efforts and strategies toward community development and also aims to provide and maintain quality public infrastructure. ACOA works in co-operation with other levels of government, other federal government departments, non-government organizations, and community groups to lever support, coordinate economic development, react to economic challenges, and finally, work with Infrastructure Canada and the Provinces to oversee/ensure the flow of federal funds allocated to each region through the various infrastructure funding streams. This requires a flexible, holistic approach, based on the realities of a given community’s capacities, strengths and challenges. Community development is a bottom-up process that helps to develop the tools, resources and initiatives that support individual and unique strategic development.

*Policy, Advocacy and Coordination*

The Atlantic Canada Opportunities Agency's (ACOA) Policy, Advocacy and Coordination (PAC) Program Activity is central to identifying and effectively responding to opportunities and challenges facing the regional economy. PAC provides intelligence, analysis and well-grounded advice on a broad range of issues and topics, and informs and supports decision making by the Agency and the Minister. In offering strategic, researched policy positions that reflect the region’s potential; influencing national policies and programs that affect Atlantic Canada's development and interests; and in coordinating other policies and programs within the region to form integrated approaches to development, PAC helps carry the Agency’s agenda forward and helps ensure that ACOA overall remains relevant and responsive to the opportunities and challenges in Atlantic Canada.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Atlantic Canada  
Opportunities Agency**  
*Enterprise Cape  
Breton Corporation*

**Strategic Outcome**

*A competitive and sustainable Cape Breton economy.*

**Program Activity Descriptions**

*Human Resource Obligations*

The programs included under Human Resource Obligations are nondiscretionary items that the Enterprise Cape Breton Corporation (ECBC) is required to deliver to former Cape Breton Development Corporation (CBDC) employees following the dissolution of CBDC. They are ongoing liabilities, many of which will continue beyond 20 years. They are a result of post employment benefits and various human resource strategies (operation closure). They include early retirement incentive programs, liability for future employee benefits, workers’ compensation obligations, and a domestic coal subsidy program.



#### *Environmental Obligations*

As part of the transfer of the Cape Breton Development Corporation's (CBDC) assets and liabilities to the Enterprise Cape Breton Corporation (ECBC), ECBC will assume stewardship responsibility for all former land holdings of the CBDC. This includes all environmental obligations related to these sites. ECBC is required to comply with environmental laws and regulations as they pertain to current activities, as well as activities of past operations. To properly meet these obligations, ECBC will enter into a strategic partnership arrangement with Public Works and Government Services Canada (PWGSC), similar to that previously in place between CBDC and PWGSC. As part of this relationship, projects are planned and managed by PWGSC with oversight, monitoring and funding provided by ECBC. It is anticipated that all of the long-term environmental obligations will be completed by 2055, except the mine water obligation, which may require management in perpetuity. ECBC will also work with numerous partners, such as the Centre for Sustainability in Energy and the Environment at Cape Breton University, Sydney Tar Ponds Agency, the Province of Nova Scotia, Environment Canada, and the private sector to explore alternative sources of energy related to the former CBDC's land holdings that could potentially lead to commercial development opportunities. This includes research into the production of green fuel crops, geothermal energy from the mine water, as well as the carbon storage potential of the residual coal within the Sydney coal field.

#### *Property Development and Management*

Through this program activity, the Enterprise Cape Breton Corporation (ECBC) has the ability to purchase, lease, sell land and hold mortgages. The development and management of property holdings are used by the corporation as a development tool to complement funding programs. Surplus revenues from real property leases and land sales go directly into economic development projects within ECBC's mandate area. In addition, as part of the land transfer/disposal process, the corporation makes lands available for lease or sale to businesses and organizations in an effort to foster economic development opportunities. Both activities serve to support the economic development mandate of the corporation. In addition to land holdings, ECBC's real property assets include the corporation's head office at Sydney, Nova Scotia, Point Edward Resource Centre (agricultural property), Port Hawkesbury business facility (office space), and the Northside facility (manufacturing space). As a result of the transfer of the assets and liabilities of the Cape Breton Development Corporation (CBDC) to ECBC upon CBDC's dissolution, ECBC will own and operate a number of water treatment and storage facilities, as well as the Dominion Coal Yard and Sydney Mines Coal Yard required to support the contractual obligation to sell coal to current and former employees.

#### *Commercial Development*

Due to the size and make-up of the Cape Breton economy and its distance from major markets, access to capital remains one of the greatest challenges for businesses. The ability to access capital from traditional lenders, venture capitalists and other levels of government is limited. Recognizing the challenges faced by Small and Medium-size enterprises, the Enterprise Cape Breton Corporation, through this program activity, works with potential and existing entrepreneurs to assess and to provide as appropriate various forms of assistance including but not limited to equity, secured and unsecured loans, as well as non-repayable contributions. The assistance provides a source for capital investment in support of initiatives such as marketing, improved efficiency, innovation, human resource initiatives, trade development activities and capital assistance.

*Community Economic Development*

Structural adjustment has been taking place in the Cape Breton economy over the past decade due to the closure of the Island’s major industries and the downsizing of the fishing industry. The economic climate on the Island has presented significant challenges for many communities in terms of attracting investment and realizing opportunities. Through this program activity, the Enterprise Cape Breton Corporation works to engage and empower communities to take control of their destiny by pursuing opportunities leading to sustainable economic development. Working in cooperation with communities and community-led organizations, activities pursued in support of this program activity range from developing and implementing overall strategies for economic development to supporting the business environment, skill development activities, and new and/or improved community infrastructure.

*Policy and Advocacy*

Fundamental to the Enterprise Cape Breton Corporation's (ECBC) mandate is the Corporation's policy and advocacy role that assists in identifying the opportunities and challenges facing the Island, as well as informing and supporting decision making both within and outside the Corporation. ECBC's policy and advocacy functions focus on a range of activities including research, analysis, planning and reporting, as well as working to advance the interests, priorities and concerns of Cape Breton Island in government decisions and actions. The Policy and Advocacy function exists to inform and support decision making by the Corporation and the Minister, providing intelligence, analysis and well-grounded advice on a number of issues and topics. The Policy and Advocacy function helps carry the Corporation's forward agenda, plays an integral role in developing focused and adaptable approaches to issues, and helps ensure that the Corporation overall remains relevant to the opportunities and challenges facing Cape Breton. In developing the advocacy agenda for Cape Breton, ECBC works to ensure that national and provincial officials are aware of the needs of the region and that Cape Breton interests, priorities and concerns are considered when policy is developed. Research and analysis are required to understand the economic challenges and opportunities facing Cape Breton and to guide the advocacy and policy making activities of the Corporation.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canada Revenue  
Agency  
Department**

**Strategic Outcome**

*Taxpayers meet their obligations and Canada's revenue base is protected.*

**Program Activity Descriptions**

*Reporting Compliance*

Verifying the complete and accurate disclosure by taxpayers of all required information to establish tax liabilities and protect the tax base through audit, enforcement, and incentive administrative activities. Activities for enhancing compliance include: increasing taxpayers’ understanding of their tax obligations through outreach activities, client service, and education; identifying and addressing non-compliance through risk assessment, audit and investigation; and establishing strategic partnerships with stakeholders to leverage compliance efforts.

*Assessment of Returns and Payment Processing*

Processing and validating taxpayer returns for both individuals and businesses through initial assessment, validation, accounting, and adjustments; registering businesses for the Business Number, establishing, and maintaining accounts; and receiving payments.

*Taxpayer and Business Assistance*

Assisting taxpayers and businesses in meeting their obligations under the self-assessment system through the provision of accurate and timely responses to their enquiries; information products through various media such as, Website, pamphlets and brochures; targeted outreach activities and services; income and commodity tax rulings and interpretations; *Canada Pension Plan* and *Employment Insurance Act* eligibility determinations; services relating to the registration of pension and other deferred income plans; and services relating to the registration of charities.

*Accounts Receivable and Returns Compliance*

Identifying and addressing non-compliance with the registration, filing, remittance and payment requirements of the various Acts administered by the Canada Revenue Agency. The activities support the prevention, detection and early resolution of non-compliance with filing, reporting, and remitting obligations, as well as, the collection of accounts receivable relating to individual and corporate tax returns, employer source deductions, Goods and Services Tax/Harmonized Sales Tax, other levies, and accounts receivable administered on behalf of other government departments. These activities are achieved by identifying opportunities for program improvements, developing, implementing and maintaining national systems, policies, procedures and guidelines, and the application of business intelligence and technology.

*Appeals*

Providing a timely and impartial dispute resolution process for taxpayers who disagree with decisions made by the CRA, by actively engaging in dialogue with the taxpayer and exploring alternative processes to resolve disputes when appropriate, as well as assisting the Department of Justice in handling appeals to the courts.

**Strategic Outcome**

*Eligible families and individuals receive timely and correct benefit payments.*

**Program Activity Descriptions***Benefit Programs*

Providing Canadians with income-based benefits and other services that contribute directly to their economic and social well being through administration of the Canada Child Tax Benefit, Goods and Services Tax/Harmonised Sales Tax Credit, Children's Special Allowances, the Disability Tax Credit, the Universal Child Care Benefit, and Working Income Tax Benefit (WITB) advance payments as well as a range of ongoing benefits and one-time payment programs on behalf of the provinces and territories, and other federal government departments. Assisting benefit recipients in meeting their obligations through the provision of timely responses to their enquiries.

**Strategic Outcome**

*Taxpayers and benefit recipients receive an independent and impartial review of their service-related complaints.*

**Program Activity Descriptions***Taxpayers' Ombudsman*

Taxpayers' Ombudsman reports directly to the Minister of National Revenue and operates independently at arm's length from the management of the CRA and the CRA Board of Management, provides advice to the Minister of National Revenue about service matters in the CRA; addresses requests for reviews made by taxpayers and benefit recipients with respect to service matters including the service rights outlined in the *Taxpayer Bill of Rights*; and identifies and reviews systemic and emerging service-related issues within the CRA that have a negative impact on taxpayers and benefit recipients.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage  
Department**

**Strategic Outcome**

*Canadian artistic expressions and cultural content are created and accessible at home and abroad.*

**Program Activity Descriptions**

*Cultural Industries*

This program activity supports the Canadian cultural sector to ensure that a range of Canadian cultural content is produced and is accessible to domestic and international audiences. It also creates conditions that foster sustainability of the Canadian cultural industries. This program activity aims to enable Canadian cultural creators and entrepreneurs to produce, market and export Canadian cultural content. This is achieved through delivering programs and services in the form of grants, contributions, tax credits, and policy, regulatory and legislative measures. The core concept of this program activity is to encourage the creation of Canadian cultural content and its consumption both at home and abroad.

*Arts*

This program activity is necessary to improve Canadians' access to varied artistic experiences and to contribute to the sustainability of the arts sector. This is accomplished through funding programs that support the presentation of professional arts festivals or performing arts series; the improvement of arts and heritage infrastructure; the improvement of business and management capacity of arts and heritage organizations; a greater integration of arts and heritage within municipal planning; as well as institutions that offer training of the highest calibre, in preparation for professional artistic careers. The core concept of this program is to encourage access, sustainability and excellence in the arts for all Canadians.

*Heritage*

This program activity is necessary to ensure that Canada's cultural heritage is preserved and accessible to Canadians today and in the future. It enables the heritage sector to improve professional knowledge, skills and practices, to preserve and present heritage collections and objects, and to create and circulate exhibitions and other forms of heritage content. This is accomplished by providing funding such as grants, contributions and tax incentives; information, expertise, training and other services; and regulatory and legislative measures. The primary goal of this program activity is to promote the preservation and presentation of Canada's cultural heritage.

**Strategic Outcome**

*Canadians share, express and appreciate their Canadian identity.*

**Program Activity Descriptions**

*Official Languages*

Canadian Heritage is responsible for the planning, implementation and management of the Official Languages Support Programs pertaining to the promotion of linguistic duality within Canada and the development of official language minority communities, in accordance with Canadian Heritage's mandate pursuant to article 43 of the *Official Languages Act* (OLA). This activity connects to the Government Outcome "A diverse society that promotes linguistic duality and social inclusion." Canadian Heritage plays a coordination and support role among federal institutions in the implementation of their commitment to the development of official language minority communities and to the promotion of linguistic duality, as conferred by article 42 of the OLA. Canadian Heritage is also responsible for the horizontal coordination of the Official Languages Program covering all activities of federal institutions subject to the OLA, including language of service or of work, support for linguistic duality within Canada and support for the development of official language minority communities.

*Engagement and community participation*

This program activity aims to ensure that Canadians are engaged and have the opportunity to participate in the civil, social and cultural aspects of life in Canada and in their communities. This is accomplished through funding programs and initiatives that support the efforts of communities to build stronger citizen engagement and social inclusion through the performing and visual arts; express, celebrate and preserve local heritage; and contribute to increasing the respect for and awareness of human rights in Canada and develop innovative and culturally appropriate solutions to the social, cultural, economic and other obstacles that impede Aboriginal peoples' community and personal prospects. This program activity has strong social benefits, as it contributes to the preservation of the history and identity of Canada's diverse communities, while offering a way for traditions and identities to evolve over time. The program activity supports the Department's mandate to strengthen Canadian identity and values and build attachment to Canada.

*Promotion of and Attachment to Canada*

This program activity promotes Canadian identity through building trust, pride and a sense of national purpose in Canadians. It represents and celebrates Canada to Canadians and Canada to the world, showcasing ingenuity, achievements, innovations, excellence and leadership; and expresses shared values, cultural diversity and Canada's place in the global community. It also promotes civic education and participation among young Canadians through exchanges, forums, youth-led projects, and community service, as well as provides them with the opportunity to learn about and understand Canada's society, diversity, history and institutions. The core concept of this program activity is to promote Canadian values to Canadians and the world.

**Strategic Outcome**

*Canadians participate and excel in sport.*

**Program Activity Descriptions***Sport*

This program activity promotes development and excellence in sport among Canadians and Canadian communities. This is accomplished through program initiatives that provide direct support to Canadian high-performance athletes; enhance Canada's ability to host the Canada Games and international sport events in Canada; support the development of excellence in the Canadian sport system; and contribute to increasing participation in sport by Canadians of all ages and abilities. This program activity provides funding, expertise and other services to Canadian athletes, sport organizations and event organizers. The core concept of this program activity is to enhance and promote Canadian participation and excellence in sport, through sport stakeholders and sport events.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*A vibrant and dynamic arts sector in Canada.*

**Program Activity Descriptions**

*Grants and services to support creation, production and dissemination of arts for individuals and organizations*

Provides grants and services to professional Canadian artists and arts organizations.

*Arts promotion to foster public knowledge and appreciation of the Canadian arts and culture*

To encompass all activities within the organization for the promotion of arts at the national and international levels including partnerships and networks with multiple stakeholders, rental of art works, recognizing artistic excellence with our different prizes.

**Canadian Heritage**  
*Canada Council for  
the Arts*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**

*Canadian  
Broadcasting  
Corporation*

**Strategic Outcome**

*A national public broadcasting service exists that is primarily Canadian in content and connects citizens to the Canadian experience.*

**Program Activity Descriptions**

*Television, Radio and Digital Services*

As mandated in the 1991 Broadcast Act CBC/Radio-Canada provides a comprehensive range of national, regional and local radio, television, and digital services for Canadians. This incorporates programming that informs, enlightens and entertains in English, French, Aboriginal languages, and in foreign languages on Radio Canada International. Execution of these services is tailored to the uniqueness of the markets served.

*Transmission and distribution of programs*

The distribution of the national broadcasting service to Canadians in virtually all parts of Canada through satellite, microwave and landlines. Included is the provision of the signal that delivers service to the individual radio and television receivers through CBC/Radio-Canada transmitters, payments to privately-owned affiliates carrying CBC/Radio-Canada programs, and facilities to delay or pre-release broadcasts as required in the different time zones of the country.

*Radio Services*

National, regional and local radio broadcasting services in English and French, and an international service, Radio Canada International.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**

*Canadian Museum for  
Human Rights*

**Strategic Outcome**

*Enhanced knowledge of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, to promote respect for others and to encourage reflection and dialogue.*

**Program Activity Descriptions**

*Museum Content and Program*

In becoming the world's first museum dedicated to the exploration of human rights, the Canadian Museum for Human Rights (CMHR) is breaking new ground; there is no precedent for a museum of this nature. In its early years, the primary focus of this activity will be on establishing an innovative and unique public program that includes developing a sound research and scholarship capacity; accessible and engaging exhibits and educational programming that promote reflection and dialogue; a strong capacity of national outreach, engagement and service to Canadians; and strong Marketing and Communications to ensure a high level of awareness about the CMHR and its programs and services.

*Stewardship and Corporate Management*

The Stewardship and Corporate Management Activity is aimed at ensuring the private and public funds invested in the Museum are managed in a transparent, accountable manner; that resources are effectively deployed, developed, directed, administered and controlled; and that the corporation optimizes the value it contributes to Canadians and Canadian society.

*Accommodation*

The focus of this activity in the early years will be to manage all stages of the capital construction project—including choosing the final design—leading to its commissioning and public opening. The Board will be fully accountable for overseeing all aspects of the building project, including choosing the final design, establishing the time-frames for construction and managing risks throughout. Prior to the opening of the facility, the Museum will also be establishing the appropriate mechanisms to provide for effective, efficient operations and maintenance and its ongoing security, accessibility and sustainability.

**Strategic Outcome**

*Interest in, knowledge of and appreciation and respect for human cultural achievements and human behaviour through collections of historical and cultural objects, exhibitions, programs and research reflecting a Canadian perspective.*

**Program Activity Descriptions***Accommodation*

Managing and maintaining all facilities and related security and hosting services.

*Exhibit, Educate and Communicate*

Develops, maintains, and communicates exhibits, programs and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

*Collect and Research*

Manages, develops, conserves and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Canadians are engaged in building and exploring the stories, themes and history of Canadian immigration as it continues to unfold.*

**Program Activity Descriptions***Accommodations*

The Accommodation Program Activity provides secure and functional facilities that meet all safety and building code requirements including a renovated Museum facility that furthers the vision and mandate of the Museum. It ensures that the Museum's leased facilities: support the realization of the Museum's mandate; contribute to a rich, welcoming and engaging visitor experience; and are safe, secure and accessible. Capital improvements to the facilities optimize the use of the space for public programming, are managed prudently and respect the historic nature of the site. Accommodation includes: Leasehold Improvements and Building Operations, including Security.

**Canadian Heritage**

*Canadian Museum of Civilization*

**Canadian Heritage**

*Canadian Museum of Immigration at Pier 21*

*Visitor Experience and Connections*

The Visitor Experience and Connections Program Activity aims to give the Museum's audience access to rich content and programming that reflects the diverse experiences and contributions of immigrants throughout Canada's history. It is also designed to engage Canadians extensively in building and exploring these key themes by encouraging them to share their stories and to research their own family's immigration story. The Museum conducts research and presents vibrant studies of immigration to Canada through a wide variety of layered mediums including: permanent and temporary exhibitions; onsite and outreach programs; travelling exhibitions; publications; virtual exhibitions; and other web and social media tools. Visitor Experience and Connections includes: Research and Content Development; Interpretation and Connections (including Public Programming and Exhibits); National Outreach and Partnerships; and Visitor Services and Amenities, including volunteers' activities.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**  
*Canadian Museum of  
Nature*

**Strategic Outcome**

*Interest in, knowledge of and appreciation and respect for the natural world through collections of natural history objects, public education programmes and research reflecting a special but not exclusive perspective on Canada.*

**Program Activity Descriptions**

*Accommodation*

Provides secure and functional facilities that meet all safety and building code requirements including a renovated Museum facility that furthers the vision and mandate of the Museum.

*Public education programmes*

Develops and maintains exhibitions, programmes, electronic and print publications, the Museum's website nature.ca and activities to foster an understanding of, and empathy with, nature.

*Research*

Explores the past and assists Canadians in preparing for the future by conducting both systematic and applied research, as well as by developing and maintaining networks and linkages with Canadian and international scientific communities.

*Collections management*

Develops, preserves and makes accessible collections of natural history specimens, objects and information materials to meet the growing needs of both the public and private sectors for research, education and informed decision-making about the natural world.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.



**Strategic Outcome**

*Canadians have access to a wide variety of high quality Canadian produced programming and to reliable, affordable and high quality telecommunication services.*

**Program Activity Descriptions***Canadian Telecommunications*

The *Telecommunications Act* requires that the Canadian Radio-television and Telecommunications Commission regulate and supervise the telecommunications industry by approving tariffs and fostering competition. The Commission's regulation of the telecommunications industry is based on an increased reliance on market forces and, where required, effective and efficient regulation. As a result of the Commission's regulation of the telecommunications industry, Canadians have access to reliable telephone and other high-quality telecommunications services at affordable prices.

*Canadian Broadcasting*

The *Broadcasting Act* requires the Canadian Radio-television and Telecommunications Commission regulate and monitor broadcasters and broadcasting services, including radio, television, cable distribution and direct-to-home satellite systems, through the issuance of licenses. This program is important in order to ensure the predominance of Canadian content and by providing Canadians with a full access to the broadcasting system, as participants in the industry and as audiences.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Current government information is managed to support government accountability.*

**Program Activity Descriptions***Development of Regulatory Instruments and Recordkeeping Tools*

Library and Archives Canada (LAC), working collaboratively with central agencies, federal departments and institutions, and other stakeholders, plays a lead role in developing standards, tools and best practices for information management and recordkeeping. LAC facilitates the management of information within federal institutions through the approval and issuance of Records Disposition Authorities and the development of recordkeeping tools, guides and guidelines that support the advancement of the government's Recordkeeping Initiative. LAC provides input on information management policy by chairing and participating in various intergovernmental committees.

*Collaboration in the management of government records of business value to ensure their availability*

LAC offers advice, support, services and training to federal institutions, which enables them to manage their information effectively and helps them comply with the requirements of the Directive on Recordkeeping. LAC carries out these functions by providing direction to national and international institutions, presenting papers at conferences, symposiums and forums, and developing and delivering training and awareness sessions. LAC also facilitates the disposition of government records, providing guidance and support on their storage, preservation, destruction and transfer. In addition, LAC works with the federal library community to ensure access to relevant information to support the work of decision makers, while maintaining the excellence of the Government of Canada's library services. LAC conducts research on topics of interest to federal libraries, coordinates the procurement of electronic information resources for federal libraries, supports the ADM Task Force on the Future of Federal Library Services and manages relationships with federal library partners. Finally, LAC contributes significantly to the accessibility of the government records that originate from the various institutions, for which it has responsibility and legislated authority under the *Access to Information Act*.

**Canadian Heritage**

*Canadian  
Radio-television and  
Telecommunications  
Commission*

**Canadian Heritage**

*Library and Archives  
of Canada*

**Strategic Outcome**

*Canada's continuing memory is documented and made accessible to current and future generations.*

**Program Activity Descriptions**

*Exploration of Documentary Resources*

This program is aimed at distributing Canadian documentary resources and making them available to Canadians or to anyone interested in Canada, its society or its experience. To this end, strategies are put in place to provide Canadians with easier access to these documentary resources and increase their use among the general public. By making available the documentary resources for which it or other heritage organizations are responsible, LAC contributes to the creation of new knowledge that will increase our understanding of Canada.

*Preservation of Continuing Memory*

LAC manages a vast collection of materials in a wide range of formats, both digital and analog, to ensure their long-term preservation and accessibility to Canadians. Traditional and cutting-edge archival and preservation techniques ensure the long-term availability of both analog and relevant digital materials. The preservation of analog and digital materials includes all management activities and strategies aimed at ensuring the integrity, authenticity, and short- and long-term availability of Canada's continuing memory. There are various types of preservation activities: those related to the physical management of the collection, such as storage and circulation; those involving restoration, which include preventing documents from deteriorating and repairing already damaged documents; and those associated with reproduction and the making of replacement copies, which ensure the preservation and availability of documents that would otherwise be too fragile to access. On the digital side, innovative strategies are implemented to maintain accessibility to documents in outdated formats and to ensure the originals are protected through backup and storage.

*Documentation of the Canadian Experience*

One of the pillars of LAC's mandate is to ensure that Canada's continuing memory reflects Canadian society and is of interest to current and future generations. The LAC collection consists of published and unpublished materials in a variety of formats, both analog and digital. The majority of LAC's acquisitions take place within a legislative framework. For example, Canadian publishers must deposit published material with LAC in accordance with the Legal Deposit of Publications Regulations. As well, federal government records of archival value must be transferred to LAC when they cease being of operational value to the organization that produced them, in accordance with the *Library and Archives of Canada Act*. LAC builds its collection by acquiring material on the Canadian experience through donations and selective purchases, which are subject to rigorous criteria to ensure the collection's coherence and relevance.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**  
*National Arts Centre Corporation*

**Strategic Outcome**

*Strong and dynamic performing arts in the National Capital Region and across Canada.*

**Program Activity Descriptions**

*Programming*

Performing arts programming in Music, English theatre, French theatre, Dance and other forms of programming, as well as Programming support services.

*Accommodation*

Operating and maintaining the National Arts Centre.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*The Battlefields Park of Quebec is a prestigious, natural, accessible, safe and educational historic and urban site.*

**Program Activity Descriptions**

*Conservation and Development*

As part of this program activity, the National Battlefields Commission (NBC) preserves the legacy of the Battlefields Park for future generations. To do so, the NBC ensures infrastructures maintenance and improvement when required, the horticultural landscape, and offers a protected site for all Canadian and foreign users and visitors.

*Public Education and Services*

The purpose of this program activity is to showcase the history of the site and its cultural, recreational and natural treasures so as to emphasize its dual role as a historical and a city park. In support of this program, the National Battlefields Commission welcomes visitors, puts on exhibits and educational activities, provides quality public services, and disseminates information to users and visitors from both Canada and abroad.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Canadian stories and perspectives are reflected in audiovisual media and accessible to Canadians and the world.*

**Program Activity Descriptions**

*Audiovisual production*

This program activity contributes to Canadians' understanding of the issues facing our country and raises awareness of Canadian viewpoints around the world.

As a public sector producer, the NFB produces original audiovisual works that reflect diverse Canadian perspectives, including cultural, regional and aboriginal, and emanate from the diverse creators and communities that make up the country. This program activity operates where the private sector doesn't, allowing creators to explore artistic and technological advances in form and content. It also ensures the identification, development and nurturing of talent and creative skills, within filmmaking and other creative communities.

NFB programming is necessary to ensure that Canadians have access to diverse voices and content in both official languages. It promotes Canadian culture and values in events of national historic and cultural significance.

As Canadians' media consumption migrates online, the NFB provides leadership in the creation of innovative digital content in both official languages.

Production activities include the conceptualization, research, development and production of documentaries, animation films, new media content and other emerging forms.

**Canadian Heritage**

*National Battlefields Commission*

**Canadian Heritage**

*National Film Board*

*Accessibility and Audience Engagement*

This program ensures that Canadians and world audiences are able to access, view, discuss and engage with innovative Canadian content that reflects Canadian stories and perspectives. As media consumption migrates online, Canadian content must be made available in all digital and mobile forms.

Delivery mechanisms include the distribution, marketing and commercialization of audiovisual works via a diverse catalogue, a well-established stock footage library, the development of diversified markets ( i.e.: theatrical, television, consumer and institutional) via online and traditional channels in Canada and abroad. These activities make works widely accessible across Canada, notably to underserved and remote communities, Aboriginal and Official language minority communities.

NFB's accessibility and audience engagement activities contribute to a dynamic Canadian culture and heritage.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**  
*National Gallery of  
Canada*

**Strategic Outcome**

*Interest in, knowledge of and appreciation and respect for visual art through collections of historic and contemporary works of art, programs and research that reflect a special but not exclusive perspective on Canada.*

**Program Activity Descriptions**

*Accommodation*

To provide secure and suitable facilities, which are readily accessible to the public, for the preservation and exhibition of the national collections.

*Collections*

To acquire, preserve, research and document historic and contemporary works of art in order to represent and present arts heritage. It includes Curatorial Research, Acquisitions and Preservation.

*Outreach*

To foster broad access nationally and internationally to the Gallery's collection, research, exhibitions and expertise. It includes exhibitions, both in the National Capital Region and other venues in Canada and abroad, educational programming and publications, communications and marketing activities designed to reach as wide an audience as possible.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Interest in, knowledge of and appreciation and respect for science and technology through collections of scientific and technological objects, programs and research reflecting a Canadian perspective.*

**Canadian Heritage**

*National Museum  
of Science and  
Technology*

**Program Activity Descriptions***Sharing Knowledge*

The Corporation seeks to engage Canadians in discovering, considering and questioning past and present developments in science and technology, and their impact on society and individuals. The Corporation fosters a sense of identity and belonging for all Canadians, as well as pride in Canada's scientific and technological history and achievements. It also encourages active and informed participation by Canadians in the future development of our technological society. The primary reason for interpreting Canada's scientific and technological heritage is to provide Canadians with meaningful information about themselves and Canada. Just as the Transformation of Canada theme directs research and collection activities, it likewise guides the Corporation in its knowledge dissemination activities. These typically depict the historical development of science and technology, provide information on the objects in the collection and review the relationships between science, technology and Canadian society. The Corporation disseminates knowledge to its audiences in three primary ways: through its public facilities, its Web sites and its publications.

*Accommodation*

Facilities are an integral part of museum operations. They do more than house staff; they also provide a venue for the public, and housing for the collection. Facilities have a profound effect on museum visitation. Appropriate museum architecture attracts visitors, contributes to the atmosphere and becomes a symbol of the institution's mandate. A large portion of comments by visitors allude to their satisfaction or dissatisfaction with the quality of the facilities and their related services.

*Heritage Preservation*

Heritage preservation includes two main components, Collection Management, which includes preservation and conservation, and Research, which comprises those activities contributing to the building of a knowledge base about the scientific and technological heritage of Canada. The Corporation, as the only comprehensive science- and technology-collecting institution in Canada, has a special responsibility for the development of a Canadian national collection. In view of the breadth of the potential subject matter to be covered, critical choices must be made in determining collection content and priorities. Collection development activities assist the Corporation in making informed decisions on collection content, while collection management activities encompass the activities required to manage the objects accessioned into the collection. The Corporation has identified seven major subject areas on which it will focus its research activities. These are: aviation, communications, manufacturing, natural resources, renewable resources including agriculture, scientific instrumentation and transportation.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Canadian Heritage**  
*Public Service  
Commission*

**Strategic Outcome**

*A highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.*

**Program Activity Descriptions**

*Staffing Services and Assessment*

The Staffing Services and Assessment activity develops and maintains the systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counseling for use in recruitment, selection and development throughout the federal public service. This activity also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

*Oversight of Integrity in Staffing*

The Oversight of Integrity in Staffing activity provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring staffing is free from political influence. This activity includes monitoring departments' and agencies' staffing performance and compliance with legislative requirements; conducting audits and studies; carrying out investigations; and reporting to Parliament on the integrity of public service staffing.

*Appointment Integrity and Political Impartiality*

The Appointment Integrity and Political Impartiality activity is focused on independently safeguarding merit and non-partisanship in the federal public service. This activity includes developing and advancing strategic policy positions and directions, conducting policy research, establishing PSC policies and standards, providing advice, interpretation and guidance, and administering delegated and non-delegated authorities.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Canadian Heritage**  
*Public Service Labour  
Relations Board*

**Strategic Outcome**

*Resolution of labour relations issues in the federal public service and in Parliament in an impartial manner.*

**Program Activity Descriptions**

*Adjudication, mediation and compensation analysis and research*

The Public Service Labour Relations Board (PSLRB) is an independent, quasi-judicial tribunal mandated by the *Public Service Labour Relations Act* to administer the collective bargaining and grievance adjudication systems in the federal public service. It is also mandated by the *Parliamentary Employment and Staff Relations Act* to perform the same role for the institutions of Parliament. Board members hold grievance adjudication and complaint hearings throughout Canada. The PSLRB provides conciliation and arbitration services to assist parties in the renewal and negotiation of new collective agreements; mediation services to help parties work together to resolve grievances and complaints; and training in alternative dispute resolution. Its compensation analysis and research services function consists of delivering information on comparative rates of pay, employee wages, terms and conditions of employment, and benefits in the public and private sectors. The PSLRB is required by statute to provide physical and administrative support services to the National Joint Council, but plays no direct role in its operations.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Fair and impartial resolution of disputes related to internal appointments and lay-offs in the Government of Canada.*

**Program Activity Descriptions**

*Adjudication and mediation of complaints filed under the Public Service Employment Act*

Pursuant to the new *Public Service Employment Act*, the mandate of the Public Service Staffing Tribunal (the Tribunal) is: to consider and dispose of complaints stemming from an internal appointment, the implementation of a corrective measure ordered by the Tribunal, the revocation of an appointment or a lay-off. In considering whether a complaint relating to an internal appointment or a lay-off is substantiated, the Tribunal may interpret and apply the *Canadian Human Rights Act*. If the Tribunal finds that the complaint is founded, it may order that compensation be paid. The Tribunal may also provide mediation services at any stage of a proceeding in order to resolve a complaint.

**Canadian Heritage**

*Public Service Staffing Tribunal*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Remedial and disciplinary actions that ensure complainants to the Office of the Public Sector Integrity Commissioner are protected against reprisals.*

**Program Activity Descriptions**

*Reprisal Hearings Program*

The Registry of the Public Servants Disclosure Protection Tribunal supports the Tribunal in fulfilling its mandate by supporting the effective management of the Tribunal's hearing processes, including by receiving documents, processing cases, maintaining Tribunal records, providing logistical support, providing legal and policy support, orientation and training to Tribunal members and informing clients of Tribunal procedures and directives.

**Canadian Heritage**

*Registry of the Public Servants Disclosure Protection Tribunal*

**Canadian Heritage**  
*Telefilm Canada*

**Strategic Outcome**

*Canadians have access to high quality, popular Canadian audiovisual productions.*

**Program Activity Descriptions**

*Audience Development for Canadian Audiovisual Productions*

The Canada Feature Film Fund (CFFF) is the primary instrument of the federal government's Canadian Feature Film Policy, entitled From Script to Screen: New Policy Directions for Canadian Feature Film. The objective of the Policy, and of the CFFF, is to capture 5% of the domestic box office. The CFFF provides assistance for screenwriting, project development, production, marketing and dubbing and subtitling of quality Canadian feature films and official co-productions that have high box office potential in Canada. In administering the CFFF, Telefilm seeks to support distinctively Canadian feature films that reflect Canadian society, including its cultural diversity. The financial assistance provided by Telefilm Canada is intended to contribute to the overall growth, and the professional and economic development of the Canadian film industry. Telefilm's financial participation may take various forms: investments, conditionally repayable advances, grants or performance envelopes. As an investor, Telefilm Canada shares the risks and eventual revenues of the productions it participates in financially. The CFFF is the subject of a Memorandum of Understanding (MOU) between Telefilm Canada and the Department of Canadian Heritage. Under the terms of the MOU, a minimum of one-third of funds are reserved for French-language projects.

*Canadian Audiovisual Industry Development*

This program activity is intended to complement Telefilm Canada's assistance to the Canadian audiovisual industry-feature film, television and interactive media sectors, by supporting activities that enhance the overall environment and conditions in which Canadian content creators produce, promote, sell and distribute their productions. The objectives of these activities are: to provide opportunities for Canadian companies in the audiovisual industry to leverage other sources of financing in Canada and abroad; to increase their capacity through sales and business development at markets; to provide high quality training initiatives and events for industry professionals, and to provide career advancement opportunities for content creators from visible minority, aboriginal and official languages communities. Support in the form of grants is provided for the following: festivals and events that can raise the profile of Canadian productions with Canadian audiences; industry professionals who attend international festivals and markets; and professional development initiatives. In addition, Telefilm Canada certifies official treaty co-productions on behalf of the Minister of Canadian Heritage.

**Strategic Outcome**

*High quality audiovisual content is developed by Canadians and is promoted to audiences in Canada and internationally.*

**Program Activity Descriptions**

*Investment in the development of the Canadian audiovisual industry*

Investments made in the development of the Canadian audiovisual industry aim to ensure that Canadian producers, directors, screenwriters and all artisans of the industry have opportunities to work in Canada. Telefilm manages the Canada Feature Film Fund. Through this fund, Telefilm financially supports the development and production (including treaty coproductions) of feature films that have potential for success in Canada and abroad. Financial participation may take various forms such as investments or conditionally repayable advances. Telefilm also financially supports events for industry professionals, specialized training initiatives, and career advancement opportunities for content creators from visible minority, aboriginal and official language minority communities. Financial participation is generally in the form of a contribution. In addition, Telefilm recommends to the Minister of Canadian Heritage the certification of audiovisual treaty coproductions.



*National and international Canadian content promotion support*

Telefilm's promotion support activities enable Canadian distributors, producers and directors to ensure that the audiovisual content they produce is viewed and enjoyed by Canadians and international audiences. These activities are an essential element in promoting and protecting Canadian culture and cultural industries. They also enable the Canadian audiovisual industry to attract potential buyers, and private and foreign investors for existing or future projects to be produced with Canadians—and thus for the benefit of the Canadian economy. As well, international promotion support of Canadian successes contributes to broader audience viewership and greater notoriety of Canadian content worldwide.

Particular emphasis is given to the development and integration of digital initiatives to reach target audiences with innovative yet effective means.

Promotion support activities include:

- Direct financial support for the marketing and promotion of Canadian feature films generally in the form of conditionally repayable advances;

- Financial support generally in the form of contributions for Canadian audiovisual companies to promote, sell and distribute their works at key markets and festivals.

Support may also take the form of targeted business development activities to stimulate other sources of funding and new partnerships; and

- Financial support to festivals and events that can demonstrate an ability to raise the profile, in Canada and abroad, of Canadian audiovisual content and talents. Support may take the form of a contribution.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Migration of permanent and temporary residents that strengthens Canada's economy.*

**Program Activity Descriptions**

*Permanent Economic Residents*

Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program is on the selection and processing of immigrants who can become permanent residents and contribute to Canada's economic development. The acceptance of qualified permanent residents helps the government meet its economic objectives, such as building a skilled workforce, by addressing immediate and longer term labour market needs. The selection and processing involve the issuance of permanent resident visas to qualified applicants, as well as the refusal of unqualified applicants.

*Temporary Economic Residents*

Rooted in legislative requirements outlined in the *Immigration and Refugee Protection Act*, the focus of this program is on processing and facilitating the entry into Canada of temporary workers and students. Temporary economic migration benefits Canada's economic growth. The selection and processing involve the issuance of temporary resident visas, work permits and study permits to qualified applicants, as well as the refusal of unqualified applicants.

**Citizenship and  
Immigration  
Department**

### **Strategic Outcome**

*Family and humanitarian migration that reunites families and offers protection to the displaced and persecuted.*

#### **Program Activity Descriptions**

##### *Family and Discretionary Immigration*

Citizenship and Immigration (CIC) facilitates family reunification by enabling eligible foreign nationals to be sponsored by family members in Canada who are Canadian citizens or permanent residents. Spouses and partners, dependent children (including adopted children), and other eligible relatives such as parents and grandparents are welcomed to Canada under this program. CIC may also grant permanent resident or other status to persons who would not otherwise qualify in any immigration category, in cases where there are strong humanitarian and compassionate considerations, or for public policy reasons. Such exceptional and discretionary immigration measures provide the flexibility to approve deserving cases not anticipated in the legislation.

##### *Refugee Protection*

The Refugee Protection program is the first instance about saving lives and offering protection to the displaced and persecuted. One arm of the program starts overseas where refugees and persons in refugee-like situations are selected by Canadian visa officers to be resettled as permanent residents to Canada. Flowing from Canada's international and domestic legal obligations, the in-Canada asylum system evaluates the claims of individuals seeking asylum in Canada and grants permanent residence when a positive decision is rendered by the Immigration and Refugee Board.

### **Strategic Outcome**

*Newcomers and citizens participate to their full potential in fostering an integrated society.*

#### **Program Activity Descriptions**

##### *Settlement and Integration of Newcomers*

In accordance with the *Canadian Multiculturalism Act*, the *Employment Equity Act* and the *Immigration and Refugee Protection Act*, the settlement and integration program develops policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society focused on information/orientation, language/skills, labour market access and welcoming communities. All permanent residents are eligible for settlement and integration programs. Programming is delivered by third parties (including provincial and municipal governments, school boards and post-secondary institutions, settlement service organizations and other non-governmental actors, and the private sector) across the country. However, accountability for expended funds and attaining outcomes remains with Citizenship and Immigration Canada.

##### *Citizenship for Newcomers and all Canadians*

The purpose of the Citizenship Program is to administer citizenship legislation and promote the rights and responsibilities of Canadian citizenship. CIC administers the acquisition of Canadian citizenship by developing, implementing, and applying legislation, regulations and policies that protect the integrity of Canadian citizenship and allow eligible applicants to be granted citizenship or be provided with a proof of citizenship. In addition, the program promotes citizenship, to both newcomers and the Canadian-born, through various events, materials and projects. Promotional activities focus on enhancing knowledge of Canada's history, institutions, and values, as well as fostering an understanding of the rights and responsibilities of Canadian citizenship.

*Multiculturalism for Newcomers and all Canadians*

The Multiculturalism Program is the principal means of carrying out the Minister's responsibilities under the *Canadian Multiculturalism Act* for promoting the full and equitable participation of individuals and communities of all origins. Grants and contributions to not-for-profit organizations, the private sector, provincial and municipal governments, non-federal public institutions and individuals seek to advance overarching Program objectives. These objectives are to: build an integrated, cohesive society (through intercultural understanding, civic memory and pride and democratic values, and equality of opportunity); improve the responsiveness of institutions to the needs of a diverse population; and, actively engage in discussions on multiculturalism and diversity at the international level. Direct public outreach and promotional activities by the Program primarily target young people. The Program assists federal partners to meet their obligations under the Act and ensures annual reporting to Parliament on its operation. It also engages with non-federal public institutions seeking to respond to diversity. The Program provides a forum for cooperation with provinces and territories and is the focus for Canada's participation in international agreements and institutions with respect to multiculturalism, anti-racism and related issues.

**Strategic Outcome**

*Managed migration that promotes Canadian interests and protects the health, safety and security of Canadians.*

**Program Activity Descriptions**

*Migration Control and Security Management*

In accordance with the *Immigration and Refugee Protection Act (IRPA)* and Regulations, this program activity aims to ensure the managed migration of people to Canada in order to protect the health, safety and security of Canadians. Even as CIC facilitates the travel of bona fide permanent residents, visitors, students and temporary workers, it also deploys an array of policy interventions to manage access and entry to Canada, including visa, admissibility, information sharing, travel document, and identity management policies. Effective partnerships with public safety-related departments and organizations are an essential component of this program activity.

Under IRPA, all visitors to Canada require a Temporary Resident Visa (TRV) except where an exemption has been granted under the Regulations. The TRV requirement is Canada's primary means of controlling migration and allows for the screening of individuals for health, safety and security risks before they begin travel to Canada.

CIC also aims to ensure that admissibility policy continues to provide flexibility to address compelling circumstances that warrant a foreign national's presence in Canada, while maintaining the integrity of Canada's immigration system. Information sharing agreements and mechanisms support immigration management and provide security advantage.

This program activity supports CIC's policy initiatives related to identity management and entry document requirements, including the expansion of biometrics to accurately identify foreign nationals entering Canada and the provision of a highly secure proof of status document to all permanent residents. The Permanent Resident Card also serves as a travel document and is required for all commercial travel to Canada.

*Health Management*

This program aims to provide effective immigration health services to manage the health aspect of migrant access and settlement to Canada, and facilitate the arrival of resettled refugees to Canada and their integration while contributing to the protection of the health and safety of all Canadians and contributing to the maintenance of sustainable Canadian health and social services.

The program aims to evaluate health risks related to immigration and coordinate with international and Canadian health partners to develop risk management strategies and processes to assess the health of applicants wishing to immigrate to Canada and develop pre-departure, in-transit, and post arrival interventions. The strategies, processes and interventions are intended to reduce the impact of the risks identified on the health of Canadians and on Canada's health and social services.

*Canadian Influence in International Migration and Integration Agenda*

As part of its mandate, CIC aims to influence the international migration and integration policy agenda. This is done by developing and promoting, together with other public policy sectors, Canada's position on international migration, integration, and refugee protection issues and through participation in multilateral, regional and bilateral forums.

CIC works closely with partner countries to ensure the effective administration of immigration laws through the exchange of information, including biometric data. This international migration policy development helps Canada advance its interests in the context of international migration as well as meet its international obligations and commitments.

CIC supports international engagement and partnerships through membership in the International Organization for Migration, and contribution arrangements with other international migration policy organizations.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Citizenship and  
Immigration  
Immigration and  
Refugee Board**

**Strategic Outcome**

*Resolve immigration and refugee cases before the Immigration and Refugee Board of Canada efficiently, fairly and in accordance with the law.*

**Program Activity Descriptions**

*Refugee Protection*

Renders quality decisions and otherwise resolves cases in a timely manner regarding refugee protection claims made by persons in Canada, and pre-removal risk assessments of persons subject to a removal order.

*Refugee Appeal*

Renders quality decisions and otherwise resolves cases in a timely manner regarding appeals against a decision made on a refugee protection claim of the Refugee Protection Division.

*Immigration Appeal*

Renders quality decisions and otherwise resolves cases in a timely manner regarding sponsorship applications refused by the Department of Citizenship and Immigration; certain removal orders made against permanent residents, refugees and other protected persons and holders of permanent resident visas; permanent residents outside of Canada who have been found not to have fulfilled their residency obligation; and appeals by the Minister of Public Safety against a decision of the Immigration Division on admissibility.

*Admissibility Hearings and Detention Reviews*

Renders quality decisions and otherwise resolves cases in a timely manner regarding foreign nationals or permanent residents who are alleged to be inadmissible to Canada pursuant to the *Immigration and Refugee Protection Act* (IRPA); and foreign nationals or permanent residents who are detained under IRPA authority.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Quebec's regions have a growing economy.*

**Program Activity Descriptions***Business Development*

This program activity (PA) is designed to support development of enterprises throughout their life cycle so as to enhance Quebec's economic growth. Enterprises are recognized as generating a major share of economic activity and job creation. CED's aim is to foster the emergence of new businesses and the next generation of entrepreneurs. Its aim is also to enhance the competitiveness of existing businesses and help to ensure survival by improving their performance through development of production, innovation, commercialization and export capacities. In this PA, CED targets mainly enterprises either directly or via organizations serving businesses and entrepreneurs. CED promotes the development of enterprises through a grants and contributions program.

*Strengthening Community Economies*

In addition to its regular programs, CED is called upon to develop, administer and implement national programs or temporary, targeted initiatives intended to strengthen community economies and increase Quebec's economic growth. CED supports the economic development of rural communities and ensures the sound and effective management of infrastructure programs in Quebec. CED also supports economic activity in Quebec communities experiencing economic shocks or where there are major economic development issues or promising opportunities for development. This program activity (PA) is directed at businesses and organizations. In this PA, CED receives dedicated, temporary supplementary funding from the Government of Canada, through the Agency's own special allocations or through the Community Futures Program (PFC).

*Regional Economic Development*

The purpose of this program activity (PA) is to support the economic development of the various regions in order to increase Quebec's economic growth. The regions of Quebec are not homogeneous and have different circumstances, with issues, challenges and strengths particular to their region. The regions generate prosperity, and their participation in the economy is essential for Quebec's economic growth. CED supports the strengthening of their economic base by encouraging stakeholder engagement in economic development and stimulating investment in all regions of Quebec. In this PA, CED targets mainly organizations or enterprises. CED supports regional development through a grants and contributions program.

**Economic  
Development Agency  
of Canada for the  
Regions of Quebec  
Department**

*Community Development*

This program activity enables Quebec regions and communities to maintain and develop their economic activity base by relying on their own assets. It has three underlying objectives. The first, Community Mobilization, fosters community development and increased mobilization through the development of visions and large-scale local and regional projects. The second, Local Development supports communities through entrepreneurship assistance and the creation and maintenance of viable enterprises. The third, Attractive Communities, raises communities' capabilities to attract tourists and skilled individuals. This program activity mainly targets small and medium-sized enterprises and non-profit organizations. Two grants and contributions programs support it, namely the Community Diversification Program and the national Community Futures Program.

*Enterprise Competitiveness*

This program activity enables enterprises to improve their performance and competitiveness through higher productivity, earned income, all of which help create conditions conducive to sustainable growth. Underpinning this program activity are two objectives: the first, Development of Enterprises' Skills, fosters an increase in capabilities with respect to management, innovation, adoption of advanced technology, market development, and integration with globalized production chains. Notably, it encourages support for organizations that are dedicated to improving the strategic capabilities of small and medium-sized enterprises in order to enhance their performance and facilitate their adjustment. The second objective, Strategic Enterprises, supports the establishment and first expansion phases of enterprises in economic activities deemed strategic to a region's development in order to consolidate the economic base of the regions. This program activity mainly targets small and medium-sized enterprises and non-profit organizations and is supported by two grants and contributions programs, namely the Business and Regional Growth Program and the Canadian Apparel and Textile Industries Program (CANtex).

*Competitive positioning of sectors and regions*

This program activity improves the international competitiveness of the regions by enhancing their knowledge and competitive advantages on the world stage. It has two objectives. The first, Growth Poles, develops and consolidates growth poles by fostering innovation and networking among knowledge players (universities and research institutes and centres, enterprises and groups of enterprises, and technology brokers), the development of a critical mass of knowledge, and the enhancement and transfer of technology. The second objective, International promotion of regions, enhances the international competitiveness of Quebec regions through integrated promotion of locational factors (labour force, market access, infrastructure, costs and political stability), and attraction of direct foreign investment and reinvestment by foreign enterprises already established in Quebec. This program activity mainly targets small and medium-sized enterprises and non-profit organizations and is supported by the Business and Regional Growth grants and contributions program.

*Policies, programs and initiatives*

This program activity enables the regions and communities of Quebec to benefit from adapted, consistent, and effective federal action that produces positive socio-economic repercussions, notably by generating and disseminating regional economic development knowledge that is useful to development stakeholders and by seizing business and development opportunities. This program activity is backed by four objectives: analysis and research; policies and programs; representation and influence; and cooperation and collaboration.

*Infrastructure*

This program activity helps improve Quebec's urban and rural municipal infrastructure and enhance citizens' quality of life. This is realized by investing in projects that increase environmental quality, support long-term economic growth, upgrade community facilities and establish modern 21st-century infrastructure through the adoption of better technology, new approaches and best practices. The Government of Canada has implemented various joint infrastructure programs in collaboration with the provinces, territories, municipalities, First Nations and private sector. The Agency has the special mandate to manage the Canada-Quebec Infrastructure Program Agreement. Projects that contribute to meeting the objectives of this program include those that improve water quality, solve problems posed by the release of wastewater effluent, promote the safe circulation of persons and merchandise, improve public transportation and enhance citizens' quality of life through the construction of infrastructure, facilities or buildings with urban or regional economic impact. This program activity mainly targets municipalities and non-profit organizations and is supported by the Infrastructure Canada Program (contributions program).

*Strengthening Community Economies*

In addition to its regular programs, CED is called upon to develop, administer and implement national programs or temporary, targeted initiatives intended to strengthen community economies and increase Quebec's economic growth. CED supports the economic development of rural communities and ensures the sound and effective management of infrastructure programs in Quebec. CED also supports economic activity in Quebec communities experiencing economic shocks or where there are major economic development issues or promising opportunities for development. This program activity (PA) is directed at businesses and organizations. In this PA, CED receives dedicated, temporary supplementary funding from the Government of Canada, through the Agency's own special allocations or through the Community Futures Program (PFC).

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Canada's natural environment is conserved and restored for present and future generations.*

**Program Activity Descriptions***Water Resources*

This program addresses the implications to water resources from economic growth, climate change and other factors, ensuring threats to Canada's water resources and aquatic ecosystems are minimized, and the sustainability of the resource is maintained. Conservation, protection and sustainable use of water resources are critical aspects of Canada's economic, social and ecological well-being. The program is delivered in collaboration with partners that include other federal departments, provinces and territories, and a range of non-governmental organizations. The Program Activity encompasses Environment Canada's contribution to addressing water issues and its role in collaborating with other departments to determine priorities for water quality, quantity, and aquatic ecosystem monitoring and research, by providing scientific information and advice to decision makers, and by building best management practices. The program supports the implementation of the *Canada Water Act*, the *1987 Federal Water Policy*, the *Canadian Environmental Protection Act, 1999*, the *Fisheries Act* and the *International Boundary Waters Treaty Act*. Contributions in support of Water Resources are used as a component of this program.

**Environment  
Department**

*Biodiversity – Wildlife and Habitat*

This program aims to prevent biodiversity loss while still enabling sustainable use by protecting and recovering species at risk, conserving, restoring and rehabilitating significant habitats, and conserving and managing migratory birds. It also aims to ensure a coordinated and coherent national assessment, planning and action to protect biodiversity, including viable populations of species, healthy and diverse ecosystems, and genetic resources. The program includes the formation of strategic partnerships for integrated management of Canada's natural capital including stewardship and the sustainable management of landscapes. Legal and statutory responsibilities for this program include the *Species at Risk Act*; the *Migratory Birds Convention Act, 1994*; the *Canada Wildlife Act*; and the *Wild Animal and Plant Protection and Regulation of International and Interprovincial Trade Act*. International responsibilities include the United Nations Convention on Biological Diversity (1992), the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and the Convention on Wetlands of International Importance, especially as Waterfowl Habitat (known as the Ramsar Convention). Contributions in support of Biodiversity - Wildlife and Habitat are used as a component of this program.

*Sustainable Ecosystems*

This program aims to sustain Canada's ecosystems over the long term by working with Canadians, their governments and the private sector by providing them with the environmental information and tools required to incorporate social, economic and environmental considerations into their decision making and action, including through environmental assessments. The ecosystem approach to environmental management focuses on maintaining the capacity of a whole system to produce ecological goods and services, such as water resources, air and water quality, and genetic resources, which maintain our economy, security, health and well-being. This program is the focal point for the development and implementation of Environment Canada's sustainability policies and strategies, information to support integrated, ecosystem-scale priority setting, community engagement in remediation of sites, youth engagement, and research and reporting on environmental status and trends. The program facilitates inter-disciplinary and cross-sectoral planning and information sharing among partners. Contributions in support of Sustainable Ecosystems are used as a component of this program.

*Compliance Promotion and Enforcement – Wildlife*

This program serves to conserve and protect the natural environment through compliance promotion and enforcement, supported by sound scientific analysis and advice, of the following wildlife-related legislation administered by Environment Canada: the *Species at Risk Act*, the *Migratory Birds Convention Act, 1994*, the *Wild Animal and Plant Protection and Regulation of International and Interprovincial Trade Act*, and the *Canada Wildlife Act*. Measures to promote compliance include communication and publication of information, education, and consultation with parties affected by these statutes. The program maintains a contingent of enforcement officers, whose actions focus on ensuring and verifying conformity with laws, regulations and permits pertaining to wildlife, through several activities—which include gathering intelligence, conducting inspections and pursuing investigations to take appropriate enforcement measures against alleged offenders. These actions ensure that damages and threats to biodiversity are reduced for the benefit of Canadians and the international community.



### **Strategic Outcome**

*Canadians are equipped to make informed decisions on changing weather, water and climate conditions.*

#### **Program Activity Descriptions**

##### *Weather and Environmental Services for Canadians*

This program provides weather warnings, forecasts and information to anticipate, manage and adapt to the risks and opportunities of changing weather, water and climate conditions. It involves monitoring, research, production and service delivery to help Canadians make informed decisions in the face of changing weather, water and climate conditions. Because a global effort is needed to monitor, understand and predict constantly changing weather, water and climate conditions, this program provides support to and relies on various collaborators in Canada and around the world. Key ones include the World Meteorological Organization of the United Nations and the Intergovernmental Panel on Climate Change, as well as the media, academia and all levels of government in Canada. The program supports the Department in meeting obligations and responsibilities conferred by the *Department of the Environment Act*, the *Weather Modification Information Act*, the *Emergency Management Act* (2007) and memoranda of agreement with national meteorological and space agencies. This program also provides forecasts and information in case of environmental emergencies associated with the release of toxic and radioactive material in the atmosphere. This Government of Canada program is the only one with such a national mandate, and has the infrastructure and skills to deliver this service. Grants in support of Weather and Environmental Services for Canadians and Contributions in support of Weather and Environmental Services for Canadians are used as components of this program.

##### *Weather and Environmental Services for Targeted Users*

This program provides essential decision-making tools and information on the changing weather to targeted sectors and their regulatory agencies, to help them anticipate, manage and adapt to the risks and opportunities created by changing weather and climate conditions. It involves monitoring, research, production and service delivery in order to support sustainable decision making by targeted sectors in the face of changing weather, water and climate conditions. It provides observations, forecasts and warnings 24 hours/day, 365 days/year, along with other tools tailored to users' specific needs. It requires various collaborations, within Canada (including other government departments and provincial agencies), and internationally with the World Meteorological Organization, the International Civil Aviation Organization and through a cooperative framework with the US. This program supports the Department in meeting obligations and responsibilities conferred by the *Department of the Environment Act*; helps other government departments meet their obligations under the *Aeronautics Act*, the *Oceans Act* and the *Fisheries Act*; and supports memoranda of agreement with Transport Canada, National Defence and various provincial agencies.

**Strategic Outcome**

*Threats to Canadians and their environment from pollution are minimized.*

**Program Activity Descriptions**

*Climate Change and Clean Air*

Emissions of greenhouse gases and air pollutants threaten to adversely affect the health of Canadians, degrade the environment, exacerbate climate change and adversely affect the economy. This program aims to protect the health of Canadians, the state of the environment and the economy from the harmful effects of air pollutants and the impacts of greenhouse gas emissions through the development of regulations and other control measures to address greenhouse gas emissions and improve air quality, based on sound scientific and economic analysis, and emissions monitoring and reporting. It will involve continued collaboration with other governments and stakeholders; expert environmental science and technology advice, assessment, and program management in support of technology investment decisions, policy making and regulations; and cooperation with the U.S. to align greenhouse gas regulations as appropriate, reduce transboundary air pollution and advance the development of clean technologies. It will also involve continued participation in and contribution to international negotiations to address climate change and transboundary air pollution, as well as bilateral and multilateral processes that complement international negotiations or support Canada's positions and objectives in international negotiations. Contributions in support of Climate Change and Clean Air are used as a component of this program.

*Substances and Waste Management*

Activities in this program reduce threats to health and the environment posed by pollution and waste from human activities. The program assesses risks to health and the environment from substances that are already in commercial use (existing substances) and substances proposed for introduction into use in Canada (new substances). It also develops and implements measures to prevent or manage the risks from these substances and waste. Contributions in support of Substances and Waste Management are used as a component of this program.

*Compliance Promotion and Enforcement – Pollution*

This program contributes to minimizing damages and threats to the natural environment and biodiversity, through the promotion and enforcement of legislation administered by Environment Canada, supported by sound scientific analysis and advice. Program actions focus on pollution including toxic substances, their release to air, water or land, and the import and export of hazardous waste that present a risk to the environment and/or human health. The program maintains a contingent of compliance promotion and enforcement officers. Compliance promotion officers provide information to regulatees on legislative requirements, the environmental benefits of compliance and the potential penalties of non-compliance. Enforcement officers' activities include gathering intelligence, conducting inspections to verify compliance with laws and regulations, and pursuing investigations to take appropriate enforcement measures against offenders. The program also performs includes compliance analysis in order to provide continuous feedback on program planning and results.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects.*

**Program Activity Descriptions***Environmental Assessment Delivery Program*

This program comprises the Public Participation Program, the Training and Guidance Program and the Environmental Assessment Management Program. These programs facilitate the involvement of Canadians, Aboriginal groups, project proponents and stakeholders in environmental assessments undertaken in accordance with the *Canadian Environmental Assessment Act*. The outcome is the delivery of high-quality environmental assessments of major projects, including the thorough assessment of environmental effects and meaningful public participation and Aboriginal consultation.

*Environmental Assessment Development Program*

This program is aimed at developing and maintaining an effective, efficient and integrated environmental assessment process at the federal level, taking into full account the interactions with other environmental assessment, consultative and regulatory decision-making processes in Canada, as well as the trans-boundary context for environmental assessment. A sound environmental assessment process is vital to achieving the Strategic Outcome. Ensuring that environmental considerations are integrated into federal government decision-making through sound environmental assessment practices supports quality of life for Canadians, environmental sustainability and economic competitiveness.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Federal policy development and decisions in other key sectors are influenced by advice on sustainable development issues pertaining to the environment and the economy.*

**Program Activity Descriptions***Advisory Program on Environment and Economy Issues*

Raising awareness and understanding among Canadians and their governments about the challenges of sustainable development and promoting viable solutions, is vital to Canada's environmental and economic future. Through this program, the National Round Table on the Environment and Economy (NRTEE) strives to influence policy development and decision making on select sustainable development issues pertaining to the environment and the economy. The NRTEE conducts research, analysis, and produces information and advice on selected sustainable development issues. The agency promotes its findings and recommendations through a variety of communications channels such as media relations, stakeholder briefings and other events, publications and the agency website to influence policy and decisions of policy-makers in the federal government and other key sectors such as other levels of government, industry and non-government organizations across the country.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Environment**

*Canadian  
Environmental  
Assessment Agency*

**Environment**

*National Round Table  
on the Environment  
and the Economy*

**Environment**

*Parks Canada Agency*

**Strategic Outcome**

*Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.*

**Program Activity Descriptions**

*Visitor Experience*

This program supports the opportunities provided for the more than 20 million visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of a visitor's personal interaction with the protected heritage place that helps them create meaning and establish connection with the place. The experience begins with awareness of the site, followed by planning the visit, travelling to and welcoming and orientation upon arrival. During the visitor's time on site, it includes participation in recreational and interpretive activities and the use of accommodation, trails, facilities, services and supporting infrastructure. This is followed by departure and the post-visit relationship. Investments in the different stages of the visitor experience cycle facilitate opportunities for enjoyment and learning, leading to a sense of personal connection and the continued relevance of Canada's protected heritage places for Canadians.

*Heritage Resources Conservation*

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and, the sustainable use of national marine conservation areas including protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage places.

*Townsite and Throughway Infrastructure*

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. It also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites.

*Public Appreciation and Understanding*

This program activity aims to increase Canadians' understanding, appreciation, support and engagement with respect to the natural and historical heritage of Parks Canada administered places. This is accomplished by reaching Canadians at home, at leisure, at school and in their communities through relevant and effective communication and public outreach education initiatives as well as by engaging many stakeholders and partners in the development and implementation of the Agency's future direction.

*Heritage Places Establishment*

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining Ministerial approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada are symbols to the world and are part of the fabric of the nation. Preservation of Canada's natural and cultural heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and cultural heritage.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*A strong economy and sound public finances for Canadians.*

**Program Activity Descriptions**

*Transfer and Taxation Payment Programs*

The *Financial Administration Act* created the Department of Finance with a mandate that includes the supervision, control and direction of all matters relating to the financial affairs of Canada not by law assigned to the Treasury Board or any other minister. This program activity administers transfer and taxation payments to provinces and territories in accordance with legislation and negotiated agreements to provide for fiscal equalization and support for health and social programs and other shared priorities. Also included are commitments and agreements with international financial institutions aimed at aiding in the economic advancement of developing countries. In addition, from time to time, the government will enter into agreements or enact legislation to respond to unforeseen pressures. These commitments can result in payments, generally statutory transfer payments, to a variety of recipients including individuals, organizations and other levels of government.

*Treasury and Financial Affairs*

Provides direction of Canada's debt management activities, including the funding of interest costs for the debt and service costs for new borrowings. In addition, the program manages investments in financial assets needed to establish a prudent liquidity position. This program supports the ongoing refinancing of government debt coming to maturity, the execution of the budget plan and other financial operations of the government, including governance of the borrowing activities of major government backed entities such as crown corporations. This program activity is also responsible for the system of circulating Canadian currency (bank notes and coins) to meet the needs of the economy.

*Economic and Fiscal Policy Framework*

This program activity is the primary source of advice and recommendations to the Minister of Finance regarding issues, policies and programs of the Government of Canada related to the areas of economic and social policy, federal-provincial fiscal relations, financial affairs, tax matters and international trade and finance. The work conducted by this program activity involves extensive research, analysis, and consultation and collaboration with partners in both the public and private sectors including the government, Cabinet and Treasury Board, Parliament and parliamentary committees, the public and Canadian interest groups, departments, agencies and Crown Corporations, provincial and territorial governments, financial market participants, the international economic and finance community and the international trade community. In addition, this program manages the negotiation of agreements, drafting of legislation and sponsoring of bills through the parliamentary process that are subsequently administered by other program activities within the departments and by other government departments and agencies. The aim of this program activity is to create a sound and sustainable fiscal and economic framework that will generate sufficient revenues and provide for the management of expenditures in line with the Budget Plan and financial operations of the Government of Canada.

**Finance**

*Department*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Finance**

*Auditor General*

**Strategic Outcome**

*Through legislative auditing, we contribute to a well-managed and accountable government for Canadians.*

**Program Activity Descriptions**

*Legislative Auditing*

We conduct independent audits and studies that provide objective information, advice and assurance to Parliament, government and Canadians.

**Finance**

*Canadian International Trade Tribunal*

**Strategic Outcome**

*Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction.*

**Program Activity Descriptions**

*Adjudication of Trade Cases (quasi-judicial role)*

The Tribunal's adjudicative mandate is to provide a fair, timely and transparent trade remedies system to Canada's business sector, thereby preserving confidence in the Canadian market, to the benefit of Canadian businesses and consumers. The Tribunal acts as an independent, quasi-judicial, decision-making body that derives its adjudication authority from the *Canadian International Trade Tribunal Act*, the *Special Import Measures Act* (SIMA), the *Customs Act* and the *Excise Tax Act*. It operates within Canada's trade remedies system to apply existing policies and laws on trade agreements seeking to address unfair competition in the domestic market or provide emergency protection against imported items that are seen to cause injury to a domestic industry. The Tribunal also hears appeals from decisions of the Canada Revenue Agency (CRA) and Canada Border Services Agency (CBSA). It has also been designated as the bid challenge authority under the Agreement on Internal Trade (AIT), the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO) Agreement on Government Procurement (AGP) against the federal government procurement process.

In its quasi-judicial role, the Tribunal's caseload is comprised of the following:  
Unfair trade cases – inquiries under SIMA into whether dumped and/or subsidized imports have caused or are threatening to cause injury to a Canadian industry;  
Bid challenges – inquiries into complaints by potential suppliers concerning federal government procurement under NAFTA, the AIT and the AGP;  
Appeals of decisions of the CBSA made under the *Customs Act* and SIMA, and decisions of the CRA under the *Excise Tax Act*; and  
Safeguard cases – inquiries into whether the rapid build-up of imports from China, or from around the world, is causing injury to a Canadian industry.

*General Economic Inquiries and References (advisory role)*

In its advisory role, the Tribunal's caseload is comprised of three types of cases.

First, the Tribunal plays an advisory role when requested by Government to recommend measures to alleviate injury to domestic producers pursuant to a safeguard inquiry. Periodically, the Government may also direct the Tribunal to inquire into general economic, trade or tariff matters. In such inquiries, the Tribunal has the power to conduct research, receive submissions, hold hearings and report with recommendations, as required, to the Government or the Minister of Finance. When these requests arise, the Tribunal faces a strain on its resources and must meet very strict government imposed deadlines.

Finally, the Tribunal has received a standing reference from the Minister of Finance to investigate requests from domestic producers for tariff (import tax) relief on imported textile inputs for use in their manufacturing operations and make recommendations to the Minister that would maximize the net economic benefits to Canada.

In its advisory role, the Tribunal's caseload is comprised of the following:

Safeguard cases – where the Tribunal finds injury to a Canadian industry, the Governor in Council may request the Tribunal to recommend appropriate measures for dealing with the build-up of imports;

General economic, trade and tariff inquiries referred by the Government – inquiries and advice on such economic, trade and tariff issues as are referred to the Tribunal by the Governor in Council or the Minister of Finance; and

Standing tariff reference referred by the Minister of Finance – investigations into requests from Canadian producers for tariff relief on imported textile inputs that they use in their production.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Finance**

*Financial Transactions  
and Reports Analysis  
Centre of Canada*

**Strategic Outcome**

*FINTRAC's detection and deterrence of money laundering and terrorist financing contributes to the public safety of Canadians and helps protect the integrity of Canada's financial system.*

**Program Activity Descriptions**

*Detection and deterrence of money laundering and terrorist financing*

Within this program activity, FINTRAC undertakes activities related to the collection of financial information and the production and dissemination of financial intelligence. In addition, the Centre undertakes activities to ensure compliance by reporting entities with their obligations under Part I of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*.

**Strategic Outcome**

*A Canadian financial system resistant to money laundering and terrorist financing.*

**Program Activity Descriptions**

*Financial Intelligence Program*

FINTRAC's Financial Intelligence Program, mandated by the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* (PCMLTFA), is a component of the broader national security and anti-crime agenda. The program contributes to the public safety of Canadians and strives to disrupt the ability of criminals and terrorist groups that seek to abuse Canada's financial system while reducing the profit incentive of organized crime. The main methods of intervention used by the program include receiving and analyzing reported financial transactions and other information the Centre is authorized to collect under the PCMLTFA. The Program produces trusted and valued financial intelligence products including tactical case disclosures on suspected money laundering, terrorist activity financing and other threats to the security of Canada, as well as strategic intelligence such as money laundering and terrorist financing trends reports, country and group based financial intelligence assessments, and vulnerability assessments of emerging financial technologies or services. The program's products are relied upon and sought after by Canadian law enforcement at the federal, provincial and municipal levels, by counterpart agencies and domestic and international intelligence bodies, and by policy and decision makers working to identify emerging issues and vulnerabilities in the Anti-Money Laundering and Anti-Terrorist Financing Regime.

*Compliance Program*

FINTRAC's Compliance Program is responsible for ensuring compliance with Part 1 of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* (PCMLTFA) and associated regulations. The compliance program utilizes a risk based approach to deliver enforcement, relations and support activities that help ensure compliance with legislative and regulatory obligations that apply to individuals and entities operating in Canada's financial system.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.



**Strategic Outcome**

*A safe and sound Canadian financial system.*

**Program Activity Descriptions***Regulation and Supervision of Federally Regulated Financial Institutions*

This program involves regulating and supervising federally regulated financial institutions (FRFIs) to determine whether they are in sound financial condition and are complying with their governing statute law and supervisory requirements; monitoring the financial and economic environment to identify issues that may impact these institutions negatively; and intervening in a timely manner to protect depositors and policyholders from undue loss, while recognizing that management and boards of directors are ultimately responsible, and that financial institutions can fail. Costs for this program are recovered through base assessments and user fees and charges paid by the federally regulated financial institutions covered under the *Bank Act, Trust and Loan Companies Act, Insurance Companies Act* and *Cooperative Credit Associations Act*. The Office of the Superintendent of Financial Institutions also receives revenues for cost-recovered services to provinces, for which it provides supervision of their institutions on a fee for service basis.

*Regulation and Supervision of Federally Regulated Private Pension Plans*

This program involves regulating and supervising federally regulated private pension plans to determine whether they are meeting minimum plan funding requirements and are complying with their governing law and supervisory requirements. This program provides risk assessments of pension plans covering employees in federally regulated areas of employment; timely and effective intervention and feedback to protect the financial interests of plan members and beneficiaries from undue loss, while recognizing that plan administrators are ultimately responsible, and that plans can fail; a balanced relevant regulatory framework; and a prudentially effective and responsive approvals process. This program incorporates risk assessment and intervention, regulation and guidance, and approvals and precedents related to federally regulated private pension plans under the *Pension Benefits Standards Act, 1985*. The costs for this program are recovered from pension plan fees based on the number of members in each federally regulated pension plan.

**Strategic Outcome**

*A financially sound and sustainable Canadian public retirement income system.*

**Program Activity Descriptions***Actuarial Valuation and Advisory Services*

The federal government and the provinces, through the Canada Pension Plan (CPP), public sector pension arrangements and other social programs have made commitments to Canadians and have taken on emanated responsibility for the financing of these commitments. Some are long-term and it is important that decision-makers, Parliamentarians and the public understand these and the inherent risks. This program plays a vital and independent role in this process. It provides checks and balances on the future costs of the different pension plans under its responsibilities. This program provides a range of actuarial services, under legislation, to the CPP and some federal government departments. It conducts statutory actuarial valuations of the CPP, Old Age Security (OAS) and Canada Student Loans programs, and pension and benefits plans covering the Federal Public Service, the Canadian Forces, the Royal Canadian Mounted Police (RCMP), federally appointed judges, and Members of Parliament. The Office of the Chief Actuary (OCA) is funded by fees charged for its actuarial valuation and advisory services and by an annual parliamentary appropriation.

**Finance**

*Office of the  
Superintendent of  
Financial Institutions*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Finance**

*PPP Canada Inc.*

**Strategic Outcome**

*Transform Canada into a leader for public-private partnerships (P3).*

**Program Activity Descriptions**

*Federal Public-Private Partnership Initiatives*

Through this program activity, PPP Canada Inc. will:

- manage a Public-Private Partnerships Fund (P3 Fund), a unique infrastructure program designed to support innovative public-private partnerships projects;
- assess public-private partnerships opportunities for contributions under other Government of Canada infrastructure programs to ensure consideration of such arrangements;
- assess public-private partnership opportunities and advise on the execution of public-private partnership projects at the federal level; and
- act as a source of expertise and advice for public-private partnership matters in order to encourage the further development of Canada's public-private partnerships market.

**Fisheries and Oceans**

*Department*

**Strategic Outcome**

*Economically Prosperous Maritime Sectors and Fisheries.*

**Program Activity Descriptions**

*Integrated Fisheries Resource Management*

The role of Integrated Fisheries Resource Management is to deliver policies, programs and plans (i.e. Integrated Fisheries Management Plans and Conservation and Harvesting Plans, Rebuilding Plans, Recovery Strategies and Action Plans) under the *Fisheries Act*, the *Species at Risk Act* and related regulations, in consultation with Aboriginal groups, provinces, territories and industry, to manage, protect and conserve fisheries resources. The program is necessary to ensure sustainability and provide for the allocation and distribution of harvestable resources among those dependent on the resource (Aboriginal, aquaculture for seed, spat and broodstock, commercial and recreational fish harvesters). The program, informed by the scientific assessment of the status of fish, invertebrate and marine mammals, works to provide Canadians with a sustainable fishery resource that provides for an economically viable and diverse industry. Fisheries and Oceans Canada's Policy Sector, other Directorates within the Ecosystem and Fisheries Management Sector and the Department's scientific expertise, supported by Canadian Coast Guard Vessels are integral contributors to the delivery of this program. Components of the program are also coordinated with Environment Canada, the Canadian Food Inspection Agency, Health Canada, Indian and Northern Affairs Canada, provincial, territorial and municipal governments.

*Small Craft Harbours*

The Small Craft Harbours Program operates and maintains a national network of harbours, in good working condition, capable of meeting the effective operation of the commercial fishing industry. Investment in small craft harbour infrastructure contributes to public safety, protects the environment, and improves economic benefits associated with Canada's fisheries. The Program is delivered in cooperation with Harbour Authorities that are local not-for-profit organizations representing the interests of both commercial fish harvesters and the broader community. In order to focus resources on core commercial fishing harbours that are managed by Harbour Authorities, the Program transfers, where possible, the ownership of non-core fishing and recreational harbours to local communities through divestiture. The Program is supported by two component Transfer Payment Programs: the Small Craft Harbours Class Grant Program and the Small Craft Harbours Class Contribution Program. The Program operates under the authority of the *Fishing and Recreational Harbours Act* and its regulations, and the *Federal Real Property and Federal Immovables Act*.

#### *Aboriginal Strategies and Governance*

This program provides policy advice on Aboriginal fishing issues, negotiates agreements on the management of Aboriginal fisheries, integrates agreements into overall management frameworks, and advises on land claims and self-government. The delivery of all programs by the Aboriginal Policy and Governance Directorate builds on and fosters linkages with other programs within the Ecosystems and Fisheries Management Sector, and is grounded in Fisheries and Oceans Canada's fisheries and aquaculture management expertise and experience. The program is necessary to build strong, stable relations with Aboriginal groups, to promote and foster Aboriginal and Treaty rights in the formulation and implementation of fisheries management policies, programs and plans to deliver on fiduciary responsibilities and to promote fisheries-related economic opportunities for Aboriginal communities. The program is guided by a proactive approach in its relationship with Aboriginal groups based on assisting Aboriginal peoples to obtain the capacity to more effectively participate in the multi-stakeholders processes used for aquatic resource and oceans management and building their capacity to take advantage of opportunities to participate in commercial fisheries and aquaculture development.

#### *Fisheries Strategies and Governance*

This program leads the coordination, elaboration and implementation of plans, policies, tools and mechanisms necessary, as determined through engagement processes and policy reviews, to support a robust and diverse fisheries sector that is competitive, prosperous and sustainable. This work is done in collaboration with other directorates within the Ecosystems and Fisheries Management Sector, and Fisheries and Oceans Canada's Oceans and Science Sector. The program provides a single, over-arching vision, policy and governance framework to senior management at the national level, including the Minister, to direct and support fisheries resources decision-making initiatives. The objective of this work is a modern fisheries governance regime that is accountable, predictable and transparent to the people it governs, respects aboriginal treaty rights and promotes long-term sustainability and economic prosperity. In addition, this program is responsible for all related business, human resources and corporate planning. This program may also use either grants or contributions to support the department's research, development, management, and promotion of fisheries and ocean-related issues.

#### *Marine Navigation*

The Marine Navigation program is delivered by the Canadian Coast Guard. This program provides Canadian and International commercial marine transportation sectors, fishers and pleasure craft operators with information and services that facilitate economical and efficient movement of maritime commerce in support of economic prosperity. Program services include providing: Survey and forecast information of certain commercial channels to identify available water depth, restrictions or hazards to navigation; dredging services, marine structures contributing to ship channel maintenance of certain waterways, aids to navigation systems including short-range marine aids, long-range marine aids and information to mariners; ice information and escorting service to ships in ice-covered waters; assistance to beset vessels in ice; opening of tracks through shore-fast ice; harbour breakouts; ice routing advice; and risk management of flooding on the St. Lawrence River through monitoring, prevention and breaking up of ice jams. Program Services also contributes to Arctic sovereignty by transporting goods/supplies to Northern communities and being a visible federal government marine presence in the Canadian North. Marine Navigation supports economic prosperity by ensuring economical and safe access to the Canadian marine transportation networks and encourages efficiency by fostering/supporting a marine infrastructure system capable of meeting clients' needs. Coast Guard's Fleet Operational Readiness and Shore-Based Asset Readiness programs are integral contributors to the delivery of this program. This program is delivered in coordination with the Canadian Hydrographic Services, Public Works and Government Services Canada and Environment Canada. Legal authority for this program is found in the *Constitution Act, 1867*, the *Oceans Act, 1996*, and the *Canada Shipping Act, 2001*.

*Sustainable Aquaculture Program*

The mission of the Sustainable Aquaculture Program is to set the conditions for the success of a vibrant and innovative Canadian aquaculture sector that is economically viable, environmentally and socially sustainable, and internationally competitive, and that benefits all Canadians and builds public confidence in aquaculture. The regulatory mandate of the program is derived from the *Fisheries Act*, the *Fisheries Development Act* and the *Oceans Act*. Mainly via the establishing of regulations and extensive collaborations with private and public sector stakeholders, Fisheries and Oceans Canada, as the lead federal organization for aquaculture, provides a horizontally managed and integrated intradepartmental approach to create the optimal conditions for the sector. The program is delivered in collaboration with other federal departments, provincial and territorial governments, industry, the private sector, non-government organizations, and other stakeholders. The Department's scientific expertise plays an important role in supporting sustainable aquaculture production.

*Salmonid Enhancement Program*

Backed by strong public support, Fisheries and Oceans Canada (DFO) first launched the Salmonid Enhancement Program (SEP) in 1977 to increase the catch of salmon in British Columbia and the Yukon. The Program continues to focus on the production of Pacific salmon from hatcheries and spawning channels to directly provide harvest opportunities for all sectors (commercial, recreational and First Nation) under the *Fisheries Act*, the *Species at Risk Act* and the Pacific Aquaculture Regulations and to enable harvest opportunities through the provision of stock assessment information for harvest management. The Program also includes restoration and enhancement of habitat for fish production, as well as education and awareness programs to facilitate the participation of First Nations, local communities, external parties and other levels of government in cooperative fisheries and watershed stewardship activities, often with the support of the foundations funded through the Contribution Programs. SEP resources are largely devoted to fish production from hatcheries and spawning channels but are also used to fund community stewardship and restoration projects, leverage funds and support partnerships. The Program is a contributor to Integrated Fisheries Resource Management, particularly Commercial and Recreational Fisheries, Habitat Management, and the British Columbia Aquaculture Program and works with Aquatic Animal Health and Biotechnology and Genomics. Components of the Program are coordinated with the Canadian Food Inspection Agency, and provincial, territorial and municipal governments.

*International Engagement*

Through multilateral and bilateral engagements, this program promotes and protects the interests of Canadians by ensuring access for Canadians to fish resources managed internationally, promoting and influencing sustainable regional fisheries management and healthy global marine ecosystems, and contributing to a stable international trade regime for Canadian fish and seafood products. This is achieved through a coordinated and proactive approach that reflects domestic positions and interests and the Government of Canada's international priorities, and that is grounded in the Department's scientific expertise and best management practices. The Program's goals are also advanced through building broad and constructive relationships with international partners based upon common goals and strategies. Many Canadians directly benefit from internationally managed fish stocks, and the Canadian seafood sector as a whole relies heavily on international trade. As Canada also shares three oceans, effective relations and collaboration with international, regional and domestic partners are essential to addressing fisheries and ecosystem challenges and to advancing international standards, agreements and management decisions that reflect Canadian approaches.

#### *Aquatic Animal Health*

In collaboration with the Canadian Food Inspection Agency (CFIA), Fisheries and Oceans Canada (DFO) is responsible for co-delivering Canada's National Aquatic Animal Health Program. The objective of the Program is to protect against the introduction or spread of serious infectious disease in wild and cultured aquatic animals. Detection and reporting of aquatic animal diseases of national and international importance in wild and cultured aquatic animals is imperative to prevent and/or control serious disease outbreaks. The CFIA relies on DFO's scientific expertise to provide scientific advice and to conduct diagnostic testing and research. Knowledge derived through science informs certification of aquatic animal health status in support of the Canadian fish/seafood trade, market access and the delivery of federal responsibilities under the *Health of Animals Act* and the *Fisheries Act*. The Program also supports the delivery of other DFO program activities, such as the Salmon Enhancement Program (SEP), Biotechnology and Genomics, and the Aquaculture Collaborative Research and Development Program (ACRDP).

#### *Biotechnology and Genomics*

Both knowledge and its application through innovative new technology are vital for fostering advances in sustainable development of aquatic resources. The Department is responsible for developing the knowledge necessary to inform the federal government's responsibility for regulation and the assessment of risk associated with fish products derived from biotechnology. Through the adoption of leading-edge genomics research and biotechnology tools and technique the Department also improves Fisheries and Oceans Canada's ability to protect endangered species, manage opening and closing of fisheries, avoid over exploitation of resources, prosecute poachers, improve aquaculture practices, control disease outbreaks, and remediate contaminated sites.

#### *Territorial Delineation*

The definition and description of Canada's maritime boundaries is reliant on hydrographic data and marine geodetic expertise Canada ratified the United Nations Convention on the Law of the Sea (UNCLOS) in 2003 and has until 2013 to submit evidence to support of the establishment of the outer limits of Canada's continental shelf beyond the current 200-mile Exclusive Economic Zone. Fisheries and Oceans Canada is responsible for the provision of hydrographic data and marine geodetic expertise to prepare, present, and defend Canada's evidence submission to the United Nations Commission on the Limits of the Continental Shelf (the Commission). The Department works closely with Foreign Affairs and International Trade Canada and Natural Resources Canada in this endeavor. In addition to the Program's direct contribution to Canada's submission to the Commission, the Program defines the geographic positions for all Canadian offshore maritime boundaries and provides the geodetic evidence to resolve boundary disputes (e.g. Beaufort Sea, Hans Island) and prosecutions related to the violation of international Maritime Law (e.g. foreign fishing). Through the international recognition of these limits and boundaries, Canada is able to assert its sovereign right to resources and secure our maritime boundaries.

### *Aids to Navigation*

The Aids to Navigation program is delivered by the Canadian Coast Guard. This program provides critical aids to navigation systems, services and operational awareness that support accessible, safe and efficient navigation in Canadian waters by Canadian and International commercial marine transportation sectors, fishers and pleasure craft operators. Aids to navigation systems include approximately 17,000 short-range marine aids including visual aids (fixed aids and buoys), aural aids (fog horns), as well as radar aids (reflectors and beacons); and a long-range marine aid (the Differential Global Positioning System (DGPS)). The Aids to Navigation program also provides navigation systems information to mariners. The program reviews aids to navigation systems on a cyclical basis to ensure they meet users' needs. The Aids to Navigation program helps effective vessel transit in Canadian waters. Coast Guard's Fleet Operational Readiness and Shore-Based Asset Readiness are integral contributors to the delivery of this program. This program is delivered in coordination with the Canadian Hydrographic Service. Legal basis or authority for the Aids to Navigation program is found in the *Constitution Act, 1867*, the *Oceans Act*, and the *Canada Shipping Act, 2001*.

### *Icebreaking Services*

The Icebreaking Services program is delivered by the Canadian Coast Guard. This program provides critical ice-related information services and operational awareness and icebreaking support to facilitate efficient and safe navigation by Canadian and International commercial marine transportation sectors, fishers and pleasure craft operators through and around ice-covered Canadian waters. This program activity includes providing ice information and escorting ships through ice-covered waters, freeing beset vessels in ice, maintaining open tracks through shore-fast ice, conducting harbour breakouts, providing ice routing advice and reducing the risk of flooding on the St. Lawrence River through monitoring, prevention and breaking up of ice jams. Icebreaking Services also contributes to Arctic sovereignty by transporting goods/supplies to Northern communities, providing support to other government agencies and organizations in ice-infested waters, and being a visible federal government marine presence in the Canadian North. Coast Guard's Fleet Operational Readiness is an integral contributor to the delivery of this program. This program is delivered in coordination with Environment Canada's Ice Information services. Legal basis or authority for the icebreaking services program is found in the *Oceans Act*, the *Canada Shipping Act, 2001*, the *Constitution Act, 1867* and in virtue of an agreement with Transport Canada, the *Arctic Waters Pollution Prevention Act, 2001*.

## **Strategic Outcome**

*Sustainable Aquatic Ecosystems.*

### **Program Activity Descriptions**

#### *Compliance and Enforcement*

The program promotes and maintains compliance with legislation, regulations and management measures implemented to achieve the conservation and sustainable use of Canada's aquatic resources, and the protection of species at risk, fish habitat and oceans. The program is delivered through a balanced regulatory management and enforcement approach including: promotion of compliance through education and shared stewardship; monitoring, control and surveillance activities; and management of major cases / special investigations in relation to complex compliance issues. The program also works closely with its Ecosystems and Fisheries Management Sector (EFM), Royal Canadian Mounted Police and industry partners to ensure peaceful and orderly fisheries, makes a significant contribution with the Canadian Coast Guard to the protection of Canadian sovereignty, assists the Department of National Defence in the identification of potential marine security threats through our extensive marine surveillance activities, and plays a key role with EFM, Environment Canada and the Canadian Food Inspection Agency in the administration of the Canadian Shellfish Sanitation Program to help ensure that the public is protected from consumption of contaminated fisheries products.

#### *Habitat Management*

Given its responsibilities under the *Fisheries Act*, the *Species at Risk Act* and the *Canadian Environmental Assessment Act*, Fisheries and Oceans Canada's Habitat Management program is a major federal regulator affecting most development projects occurring in or around fresh and marine fish-bearing waters across Canada. The program's activities contribute to its mandate to conserve and protect fish habitat that sustain fisheries resources that Canadians value. In the context of government-wide initiatives for sustainable development and smart regulations, the program helps Canadians manage the impacts of non-fishery activities on fish habitat. The program uses scientific knowledge and understanding to develop regulations and policies; provide formal advice and direction; engage with individuals, organizations, and other levels of government; and manages compliance.

#### *Oceans Management*

The *Oceans Act* and its supporting policy, Canada's Oceans Strategy, affirm Fisheries and Oceans Canada's mandate and role as the lead federal authority for the oceans and provides a framework for modern oceans management. Oceans Management involves the conservation and sustainable use of Canada's ocean space and resources, such as fisheries, renewable and non-renewable energy, in collaboration with other federal departments, other levels of government, Aboriginal organizations, users, and other non-government stakeholders. Building on a foundation of science, the activity seeks to address a number of challenges facing Canada's oceans, such as oceans health, marine habitat loss, declining biodiversity and growing demands for access to ocean resources, all through an ecosystem-based approach.

#### *Species at Risk Management*

The *Species at Risk Act* (SARA) is a key federal government commitment to prevent wildlife species at risk (SAR) from becoming extirpated or extinct and to help in the recovery of these species. It provides for the legal protection of wildlife SAR and the conservation of their biological diversity. As the competent Minister under SARA, the Minister of Fisheries and Oceans has the legislated responsibility and mandate for the protection and recovery of all aquatic species in Canada (except those on federal lands under the responsibility of Parks Canada). The evidence-based SAR Management Program is informed by the Department's scientific expertise, and considers socio-economic, stakeholder, and community knowledge. Management of the Program reflects key SARA principles, such as: stewardship and engagement; consultation and cooperation; and, compliance and enforcement. It supports activities in the SARA conservation cycle, including: assessment and listing of species; recovery and protection of SAR through the development of recovery strategies, action plans and management plans; identification and protection of species' critical habitat; promoting recovery implementation; and monitoring and evaluation.

#### *Aquatic Invasive Species*

Aquatic invasive species are a major threat to aquatic biodiversity, ecosystem health, and the fisheries and aquaculture industries that healthy and productive ecosystems sustain. The World Conservation Union rates invasive alien species as the second-worst threat to biodiversity, after habitat loss. Recognizing the seriousness of this threat, in 2004 the Canadian Council of Fisheries and Aquaculture Ministers developed the Canadian Action Plan to Address the Threat of Aquatic Invasive Species. The objective of the Action Plan is to prevent the introduction of new invasions, detect new invaders early, respond rapidly to new invaders, and, where necessary, manage established and spreading invaders. Knowledge derived through science activities, such as research on pathways of invasion, methodologies to detect new invasions, risk assessments, and control measures, supports Canadian and international regulation, agreements, and the development of management frameworks in support of Canada's Action Plan.

#### *Environmental Response Services*

The Canadian Coast Guard (CCG) is the lead federal agency for managing the response to all ship-source and mystery pollution spills occurring into the marine environment in waters under Canadian jurisdiction and for the support of countries under international agreements. The objectives of the Environmental Response program are to minimize the environmental, economic and public safety impacts of marine pollution incidents. Through the Environmental Response program, CCG: establishes an appropriate and nationally consistent level of preparedness and response service in Canadian waters; monitors and investigates all reports of marine pollution in Canada in conjunction with other federal departments; and maintains communications with the program's partners, including Transport Canada and Environment Canada, to ensure a consistent approach to the response to marine pollution incidents. Coast Guard's Fleet Operational Readiness is an integral contributor to the delivery of this program. This program is delivered in coordination with other federal departments for surveillance information and scientific advice. Within Canada's Marine Oil Spill Preparedness Response Regime, response capacity arrangement between ship owners and commercial interests is an essential factor to support the regime. Legal basis and authority for the Environmental Response Services program is found in the *Oceans Act*, the *Canada Shipping Act, 2001*, the *Constitution Act, 1867* and in virtue of an agreement with Transport Canada, the *Arctic Waters Pollution Prevention Act, 2001*.

#### *Salmonid Enhancement Program*

Backed by strong public support, Fisheries and Oceans Canada (DFO) first launched the Salmonid Enhancement Program (SEP) in 1977 to increase the catch of salmon in British Columbia and the Yukon. The Program continues to focus on the production of Pacific salmon from hatcheries and spawning channels to directly provide harvest opportunities for all sectors (commercial, recreational and First Nation) under the *Fisheries Act*, the *Species at Risk Act* and the Pacific Aquaculture Regulations and to enable harvest opportunities through the provision of stock assessment information for harvest management. The Program also includes restoration and enhancement of habitat for fish production, as well as education and awareness programs to facilitate the participation of First Nations, local communities, external parties and other levels of government in cooperative fisheries and watershed stewardship activities, often with the support of the foundations funded through the Contribution Programs. SEP resources are largely devoted to fish production from hatcheries and spawning channels but are also used to fund community stewardship and restoration projects, leverage funds and support partnerships. The Program is a contributor to Integrated Fisheries Resource Management, particularly Commercial and Recreational Fisheries, Habitat Management, and the British Columbia Aquaculture Program and works with Aquatic Animal Health and Biotechnology and Genomics. Components of the Program are coordinated with the Canadian Food Inspection Agency, and provincial, territorial and municipal governments.

#### *Aboriginal Inland Habitat Program*

The Aboriginal Inland Habitat Program (AIHP) is a contribution program within the Integrated Aboriginal Contribution Management Framework. One main over-arching goal of the framework is to assist Aboriginal organizations to develop capacity to more effectively participate in aquatic resource and oceans management multi-stakeholder processes. The AIHP applies to inland areas where provinces manage the fishery: Alberta, Saskatchewan, Manitoba, Ontario and parts of Quebec. Through contribution agreements with Aboriginal organizations, the AIHP provides funds to build capacity for participation in collaborative management of fish habitat. The AIHP endeavours to enhance the ability of Aboriginal communities working together, to participate in decision-making related to fish habitat management regulatory and non-regulatory activities. Other methods of program intervention include community consultations to support Aboriginal communities' understanding and priorities for fish habitat management, developing Aboriginal fish habitat management plans, and collecting and documenting aboriginal traditional knowledge.



## **Strategic Outcome**

*Safe and Secure Waters.*

### **Program Activity Descriptions**

#### *Fleet Operational Readiness*

The Canadian Coast Guard (CCG) Fleet Operational Readiness (FOR) Program provides safe, reliable, available, and operationally capable vessels, air cushion vehicles, helicopters, and small craft with competent and professional crews ready to respond to on-water and maritime related requirements. This program involves fleet management and operations, fleet maintenance, and fleet asset procurement. Through the Fleet Operational Readiness program, the CCG Agency ensures that the Government of Canada's civilian fleet meets the current and emerging needs and priorities of Canadians and the Government of Canada. The FOR program supports Coast Guard programs, the science and Fisheries and Aquaculture Management activities of Fisheries and Oceans Canada, and the activities of a number of other government departments needing on-water delivery in support of their mandates. The Canadian Coast Guard College is an important contributor to the delivery of this program. Legal basis and authority for this program and capability is found in the *Constitution Act, 1867* and the *Oceans Act*.

#### *Shore-Based Asset Readiness*

The Canadian Coast Guard (CCG) Shore-based Asset Readiness Program ensures that the CCG's non-fleet assets (worth \$1.6 billion) are available and reliable to support delivery of CCG Programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g. lighthouses and buoys), aural aids (e.g. fog horns), radar aids (e.g. reflectors and beacons) and long-range marine aids, such as the Differential Global Positioning System (DGPS) as well as electronic communication and navigation systems and over 300 radio towers. The Shore-based Asset Readiness Program ensures availability and reliability of these assets through provision of life-cycle investment planning, engineering, acquisition, maintenance and disposal services. The Canadian Coast Guard College is an important contributor to the delivery of this program. As required, this activity is delivered in coordination with Public Works and Government Services Canada (PWGSC). Activities associated with life cycle asset management of CCG shore-based assets are legislated and guided by a number of legal instruments such as the *Financial Administration Act* and Government Contract Regulations, as well as policies, directives, and guidelines provided by Treasury Board, Treasury Board Secretariat, Industry Canada and PWGSC. Legal basis or authority for this program is found in the *Constitution Act, 1867* and the *Oceans Act*.

#### *Marine Communications and Traffic Services*

The Marine Communications and Traffic Services (MCTS) Program is delivered by the Canadian Coast Guard (CCG). Safety of mariners and marine environmental protection in Canadian waters is highly dependent on the efficient and timely communication of information. The MCTS program ensures a reliable communication system is available on a 24/7 basis to contribute to the safety of life at sea, the protection of the marine environment, the safe and efficient navigation of shipping in Canadian waterways, and maritime domain awareness. Services include the provision of marine distress and general radio communications, the broadcasting of maritime safety information, the screening of vessels entering Canadian waters, the regulation of vessel traffic in selected Canadian waters, and the provision of marine information to other federal government departments and agencies and marine telephone call service on a cost recovery basis. CCG's Shore-Based Asset Readiness and Canadian Coast Guard College activities are integral contributors to the delivery of this program. Legal basis or authority for the MCTS program is found in the *Constitution Act, 1867*, the *Oceans Act*, the *Canada Shipping Act, 2001* and in virtue of an agreement with Transport Canada, the *Arctic Waters Pollution Prevention Act, 2001*.

#### *Search and Rescue Services*

The Canadian Coast Guard's (CCG) maritime Search and Rescue Services program (SAR) leads, delivers and maintains preparedness for the 5.3 million square kilometer maritime component of the federal SAR system; it does so with the support of multiple stakeholders and partners, including the Canadian Coast Guard Auxiliary and the Department of National Defence. Through communication, coordination and delivering maritime search and rescue response and operational awareness, the CCG SAR program increases the chances of rescue for people caught in dangerous on-water situations. Coast Guard's Fleet Operational Readiness and Marine Communications & Traffic Services are integral contributors to the delivery of this activity. Legal basis and authority for the Search and Rescue Services program is found in the *Constitution Act, 1867*, the *Oceans Act*, and the *Canada Shipping Act, 2001*.

#### *Hydrographic Products and Services*

The safe use of Canadian waterways requires knowledge of the physical limitations to navigation. The Canadian Hydrographic Service (CHS) contributes to safety on Canadian waterways by undertaking hydrographic surveys from primarily Canadian Coast Guard vessels to, measure, describe, and chart the physical features of Canada's oceans and navigable inland waters. As Canada's hydrographic authority, the CHS uses this data to produce up-to-date, timely and accurate navigational products in support of domestic and international marine transportation in accordance with the requirements of the *Canada Shipping Act*, the *Arctic Waters Pollution Prevention Act* and the International Maritime Organization's Safety of Life At Sea (SOLAS) Convention. In addition to supporting safe and secure waters, hydrographic information is made available for a spectrum of research and development applications in engineering, ocean research, and the renewable and non-renewable energy sectors.

#### *Ocean Forecasting*

As a maritime nation bordered by three oceans and an extensive network of inland waters, Canada has a requirement to understanding ocean processes to enable the prediction of ocean conditions and their influences on our environment, ecosystems and coastal communities. This is accomplished through research and the long term monitoring of key ocean parameters (e.g. temperature, sea level, nutrients, tides, salinity, etc.) via space-based, aerial, autonomous vehicles, and vessel-based observations and the management of data to ensure its integrity and accessibility. This Program is the foundation for marine information, including ocean prediction products and services that are used to support emergency preparedness (e.g. tsunami warnings, storm surges), adaptation to climatic change, search and rescue, the mitigation of oil spills, and at-sea operations such as fisheries and offshore energy. Clients of the Program include internal users such as the Canadian Coast Guard, other federal government departments and agencies (e.g. Environment Canada, Department of National Defence, Transport Canada, Public Safety Canada), various maritime industries (e.g. commercial shipping, off-shore energy, fishing industry) the Canadian and international marine science community, and Canadians.

#### *Canadian Coast Guard College*

Operating as Coast Guard's national, bilingual, degree conferring training institution, the Canadian Coast Guard College educates marine professionals necessary to deliver programs in support of Coast Guard's mission and mandate in marine safety, security and environmental protection. Coast Guard's Fleet Operational Readiness, Shore-Based Asset Readiness, Marine Communications & Traffic Services, Search and Rescue and Environmental Response are integral contributors to the delivery of this program. As required, this activity is delivered in partnerships with provincial marine education institutions. Legal basis or authority for this program is found in the *Constitution Act, 1867* and the *Oceans Act*.

*Maritime Security*

The Maritime Security Program is led by the Canadian Coast Guard. This program collaborates with federal departments and agencies with maritime security responsibilities, including the Royal Canadian Mounted Police, Canadian Forces, Canada Border Services Agency, Public Safety Canada and Transport Canada, by facilitating the provision of maritime expertise, vessel support and information. The Maritime Security program provides these agencies with relevant Coast Guard information in support of their maritime and national security mandates. Coast Guard's Fleet Operational Readiness, Marine Communications & Traffic Services and Shore-Based Asset Readiness are integral contributors to the delivery of this activity. This activity is delivered in coordination with Fisheries and Oceans Canada's Conservation and Enforcement program. Legal basis or authority for the Maritime Security program is found primarily in the *Oceans Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.*

**Program Activity Descriptions***Diplomacy and Advocacy*

This program activity engages and influences international players and delivers international programs and diplomacy. It allows Canada to implement its international policies to foreign audiences inside and outside of Canada and thus fulfill the mandated roles and responsibilities that are associated with the diplomatic work of a foreign and international trade ministry. This work is done by liaising with decision makers at all levels in other countries and hosting events where key messages can be advocated. It includes utilizing provincial expertise in specific areas of interest to them to advance Canada's overall international policy. Additionally, it uses strategic promotion activities, including public diplomacy, as vehicles to promote Canadian views on issues of concern to Canadians and uses a number of discretionary grant and contribution programs to further Canada's interests abroad. The main target groups are foreign decision makers in Canada and abroad, foreign publics, other levels of government within Canada, key constituencies within other countries (e.g. security and defence-related communities) and legislators.

*International Policy Advice and Integration*

This program activity provides strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies. It allows the department to plan and strategically coordinate its international activities with a view to integrating Canada's foreign and international economic policies. This is carried out by working to improve coordination within DFAIT, with other government departments and relevant stakeholders, and by utilizing advice provided from missions to develop all-of-government approaches that integrate different organizational mandates and perspectives to advance Canadian interests and values. The main target groups are other government organizations, policy and program groups within DFAIT, Heads of Mission and key mission personnel.

**Foreign Affairs and  
International Trade  
Department**

**Strategic Outcome**

*Canadians are satisfied with commercial, consular and passport services.*

**Program Activity Descriptions**

*International Commerce*

This program activity manages and delivers commerce services and advice to Canadian business. It helps Canadian business succeed in international markets by providing expert counsel and advice and managing and delivering value-added services to Canadian business pursuing international business opportunities. This work is conducted through support to qualified business clients. The main target groups are Canadian business clients who are currently operating abroad or who have demonstrated a capacity to do so.

*Passport Canada Special Operating Agency (Revolving Fund)*

This program activity manages and delivers passport services through the use of the Passport Canada Revolving Fund. It enables the issuance of secure travel documents to Canadians, which facilitates their travel and contributes to international and domestic security. This work is done through the authentication of identity and entitlement of applicants using a diversity of service channels and the production of secure travel documents. The main target group is Canadian travelers.

*Consular Services and Emergency Management*

This program activity manages and delivers consular services and advice to Canadians, and provides a coordinated Government of Canada response to emergencies abroad affecting Canadians. This work is done through consular agents and officers at missions abroad and through the use of the website, Travel.gc.ca. The program exists because Canadians travel, work, live, and die outside of Canada. This program activity prepares Canadians for international travel by informing them about safe travel habits and providing them with credible and timely information and advice to enable them to make responsible decisions about travel to foreign countries. In addition to helping Canadians prepare for international travel, this program activity assists Canadians outside Canada (24 hours a day, seven days a week) in handling individual cases of distress and routine requests for service and, in cooperation with partners and missions, provide a coordinated Government of Canada response to emergencies (such as natural disasters) affecting Canadians abroad. The main target groups are Canadians outside of Canada or Canadians planning to travel or live abroad.

**Strategic Outcome**

*The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.*

**Program Activity Descriptions**

*Governance, Strategic Direction, and Common Service Delivery*

This program activity governs, provides strategic direction and leadership, manages change, delivers services and provides infrastructure to the mission platform. The work is done in coordination with various branches, bureaus and divisions within DFAIT and with federal and provincial departments and agencies (31 partners in 2009-2010) located at missions abroad. The main target group is DFAIT's branches, bureaus and divisions, the Government of Canada's missions abroad, as well as federal and other partners operating at missions abroad.

*Government of Canada Benefits*

This program activity is the vehicle through which the International Platform and central agencies manage whole of government statutory payments on behalf of the Crown. These payments are made on behalf of Canadian and local employees. DFAIT manages the administration and payments for Foreign Service Directives as well as Locally Engaged Staff Pension Plans. This work is done through issuing timely benefit payments to Locally-Engaged and to Canada-Based staff. The main target group is the Government of Canada staff at missions abroad.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Enhanced market access for Canadian exporters to complex international public sector markets.*

**Program Activity Descriptions**

*Defence*

This consists of export sales in the aerospace, defence and security sectors. These include sales to all levels of government.

*Emerging and Developing Markets*

This is non-Defence Production Sharing Agreement (DPSA) and non-aerospace, defence and security business consisting of supply and construction projects in a variety of other sectors and can include sales to all levels of government, federal, state and municipal.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Reduction in poverty for those living in countries where the Canadian International Development Agency engages in international development.*

**Program Activity Descriptions**

*Global engagement and strategic policy*

Achieving international development outcomes requires engagement on the global stage and investments through international partners, as appropriate. Multilateral/international organizations and global initiatives tackle global problems (e.g., infectious diseases, climate change); provide a governance mechanism in areas such as humanitarian assistance or to set the development agenda (e.g., Millennium Development Goals); and provide economies of scale and of scope, as well as significant expertise and capacity on the ground. Activities under this program activity aim at delivering concrete results on the ground by: shaping and investing in multilateral and international institutions partners' policies and programs throughout the world; and, exerting policy influence to shape international development policy in Canada and globally, in line with the Government's priorities, through the fostering of effective partnerships and policy dialogue.

**Foreign Affairs and  
International Trade**  
*Canadian Commercial  
Corporation*

**Foreign Affairs and  
International Trade**  
*Canadian International  
Development Agency*

*Low-income countries*

Countries within the World Bank low-income category face pervasive poverty and limited institutional capacity, but have broadly stable governance and public security. These countries generally have a high level of aid dependency, limited resilience to respond to number of vulnerabilities and external shocks, and limited ability to attend to the human development needs of their populations. Programming under this program activity features long-term engagement on country priorities, primarily to: strengthen education and health outcomes for children and youth; address the root causes of food insecurity; foster inclusive and sustainable economic growth; and, build the foundations for effective governance including ensuring country institutions can sustain the benefits of development programs. The Canadian International Development Agency works with other donors, civil society organizations and ministries of recipient governments. Engagement is normally anchored in the partner government's development strategy and program, around which donors coordinate and harmonize their efforts. This may involve the pooling of funds or other forms of program-based approaches.

*Fragile Countries and crisis-affected communities*

Fragile states and crisis-affected communities face particularly severe development challenges exacerbated by conflict, instability, man-made crisis or natural disasters within complex national and regional contexts. They have weak institutional capacity, poor governance, political instability, and ongoing violence or a legacy of past conflict. Canada's engagement is often whole-of-government and subject to closely monitored and visible government strategies. This program activity features programming that is both short-term to ensure delivery of, and access to, essential humanitarian services to crisis-affected populations in order to reduce immediate vulnerabilities of the population; and medium to long-term, to create conditions for sustainable economic growth and building the foundation for effective governance and delivery of basic services. It requires working with partners that have expertise and capacity to deliver in high-risk environments.

*Middle-income countries*

Countries within the World Bank middle-income category face specific challenges in inclusive, sustainable economic growth and development. These countries exhibit a stronger economic and social foundation and a lower reliance on aid than low-income countries, but may still have a large proportion of their population facing inequality and poverty. These countries often have stark disparities along geographic, gender, ethnic, or urban-rural lines, as well as pockets of deep poverty. This is in large part due to low productivity and competitiveness, and weak political accountability that does not address discrimination and marginalization. Main areas of programming under this program activity focus on delivering targeted technical assistance to foster equal access to economic opportunities and to public services to create the conditions for more competitive and inclusive local economies; to expand service delivery to reach marginalized groups; and, to build accountable democratic institutions. It requires working in partnership with government, civil society and the private sector to build capacity including knowledge and systems.

*Canadian Engagement for Development*

The Canadian International Development Agency (CIDA) supports the work of Canadian organizations to achieve development results by combining strengths and drawing on the expertise, networks and opportunities available to Canadian organizations; and broadening the engagement of Canadians in international development by supporting outreach and education activities. Programming under this program activity involves co investment in the most meritorious development proposals that align with Canada's development priorities. Through calls for proposals, CIDA provides complementary funding to selected proposals received from Canadian organizations such as civil society organizations, academic institutions, and professional associations. Canadian organizations in turn work with partner country counterparts to deliver development results on the ground.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Stronger capacity in developing countries to research and propose solutions that support sustainable and equitable development and poverty reduction.*

**Program Activity Descriptions**

*Research on Development Challenges*

IDRC supports research in developing countries to promote growth and development. The challenges facing international development are varied and complex. Research and innovation are vitally important to grapple with these challenges. Under the Strategic Framework 2010-2015, IDRC focuses on agriculture and the environment, science and innovation; social and economic policy; and health and health systems. Within each focus, programs define the specific development problem and identify the most promising approaches to address them. These programs support applied research as well as activities that strengthen the particular fields of knowledge. IDRC continually assesses why, where, and how to intervene to have the greatest impact. Program funding is allocated on an annual basis to reflect these changing priorities. IDRC works with researchers and innovators in the developing world, often in cooperation with researchers in Canada and elsewhere. Most projects are conducted by developing-world institutions themselves, including universities, research organizations, and civil society. IDRC also encourages sharing this knowledge with policymakers, other researchers, and communities around the world. The result is innovative, lasting local solutions that aim to bring choice and change to those who need it most.

*Capacity to Do, Use and Manage Research*

IDRC also invests in research intended to assist the developing world to solve its own problems. To contribute to their societies, researchers and innovators in the developing world need to access global knowledge, engage their peers, and share their work. In short, they need opportunities to build their capacity to do, use and manage research. This program supports projects and technical assistance related to research design and methodology, communication and evaluation. Training and experts help researchers to develop their own ideas, communicate their results, and contribute to the larger efforts to reduce poverty. IDRC also works on evaluation methodologies and tools, and supports professional communities of evaluators in the developing world. This program works with research, media and evaluation professionals in the developing world. It does so using a “grants-plus” approach to supporting research for development. This approach combines financial support to create new opportunities for research, engagement with recipients in the research process, and brokering that helps strengthen research-to-policy linkages. The work of IDRC is part of Canada’s international assistance and is guided by the *International Development Research Centre Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Foreign Affairs and  
International Trade**

*International*

*Development Research*

*Centre*

**Foreign Affairs and International Trade**  
*International Joint Commission (Canadian Section)*

**Strategic Outcome**

*Prompt and effective prevention and/or resolution of potential disputes under the Boundary Water Treaty and Great Lakes Water Quality Agreement to ensure they have no negative impact on Canada-US relations.*

**Program Activity Descriptions**

*Boundary Waters Treaty*

The issuing of Orders of Approval in response to applications for the use, obstruction or diversion of waters that flow along and/or across the boundary if such uses affect the natural water levels or flows on the other side; undertaking investigations of specific issues (references) when requested by governments; and the provision to make binding decisions on matters referred to it by the governments.

*Great Lakes Water Quality Agreement*

To evaluate progress toward restoring and maintaining the chemical, physical and biological integrity of the waters of the Great Lakes basin ecosystem.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Foreign Affairs and International Trade**  
*National Capital Commission*

**Strategic Outcome**

*Canada's Capital Region is of national significance and is a source of pride for Canadians.*

**Program Activity Descriptions**

*Capital Stewardship and Protection*

Through Capital Stewardship and Protection, the NCC aims to protect assets of national significance in Canada's Capital Region and to continue to enhance the Capital for future generations of Canadians. As steward of federal lands and assets in the region, the organization rehabilitates, manages, develops, maintains and safeguards the Capital's most treasured cultural, natural and heritage assets while ensuring safe, respectful and appropriate public access is maintained. The NCC also promotes and regulates public activities on federal lands and conserves natural resources through sound environmental management. Through its involvement in land development projects such as LeBreton Flats, its acquisition of national interest properties and its disposal of surplus properties, the NCC is further able to ensure that its vision for the Capital is reflected in Canada's Capital Region.

*Capital Experience*

The objective of Capital Experience is to generate pride through programming and other services in the Capital. This program produces a series of high-profile events and festivals (e.g. Canada Day and Winterlude), commemorations, interpretation, educational programs, visitor and recreational services and programs. In addition, through outreach activities that bring the Capital to Canadians across the country and national messaging, the NCC works toward increasing awareness of Canada's Capital Region as a place where Canadian heritage, culture and achievements can be experienced.

*Capital Planning*

The National Capital Commission (NCC) guides and coordinates the use of federal lands to ensure that they inspire Canadians, meet the needs of government and reflect the role and significance of the Capital. Through long-term plans, the identification of a National Interest Land Mass (NILM) and review and approval processes, the NCC is able to ensure that land use in Canada's Capital Region reflects and respects the significance, natural environment, and heritage of the Capital. The organization also collaborates with federal, provincial and municipal governments on transportation issues.



### *Real Asset Management*

The National Capital Commission (NCC) manages and protects physical assets of national significance in Canada's Capital Region (CCR) as a legacy for future generations of Canadians. Its objectives are to enhance the rich cultural heritage and natural environment of Canada's Capital and to optimize the contribution of the NCC's extensive lands and buildings in support of the programs and mandate of the Corporation, while ensuring NCC assets are appropriately accessible to the public. Environmental assets and liabilities are managed in a sustainable and responsible manner. The NCC owns over 470 square kilometres or 10% of CCR, as well as 27 roads and parkways, 570 kilometres of pathways, 1,639 buildings and 110 bridges. The NCC also manages close to 650 leases and the ground operations for most federal organizations in CCR. The NCC manages its assets through the application of relevant policies and regulations and by means of a life-cycle maintenance and rehabilitation program. The NCC's duties with regard to its real asset base include: safeguarding and preserving the Capital's most treasured cultural, natural and heritage assets (including the Official Residences); the promotion and regulation of public activities on federal lands; natural resource protection and management; environmental stewardship; and the delivery of visitor and recreational services and programs. Where appropriate, the assets are used to generate a stream of revenues to complement federal appropriations in supporting the work of the Corporation (e.g. leasing, land use permits). Land development projects are carried out to enhance the Capital for future generations. This activity is also responsible for the acquisition of national interest properties and disposal of surplus properties. These activities are carried out in close cooperation with the cities of Ottawa and Gatineau and federal organizations (e.g. Public Works and Government Services Canada, Royal Canadian Mounted Police). The NCC also pays Payments in Lieu of Taxes (PILT) to municipalities and school boards in Quebec. Clients include senior political figures (for Official Residences), government bodies at all levels, visitors to the Capital, local residents and all Canadians who benefit from a meaningful Capital.

### *Animating and Promoting the Capital*

The objective is to generate pride and promote unity through programming in the Capital. The main products are a series of high-impact events (notably Canada Day and Winterlude), interpretative programs and commemorations. As well, this activity works to increase Canada-wide awareness of the Capital by means of national marketing and communications campaigns that present the Capital as a place where Canadians can experience Canadian heritage, culture and achievements.

### *Planning, Design and Land Use*

This activity guides the use and physical development of federal lands, coordinates development and ensures excellence in design and planning on federal lands in order that it is appropriate to the role and significance of the Capital. Products include long-term visionary plans, prepared in consultation with other planning jurisdictions and departments, to guide land uses, development and management of Capital lands as well as the identification of the National Interest Land Mass to be held in trust for future generations. Under the *National Capital Act*, the National Capital Commission (NCC) is responsible for the review and approval of all proposals for land-use changes, designs and land disposals on federal lands in Canada's Capital region (CCR) to ensure that they are appropriate to their significance, natural environment and heritage. The NCC develops strategies and facilitates federal involvement in CCR transportation and transit, and participates in joint studies with provincial and municipal partners to address inter-provincial and urban transportation issues. Programs also include management of the NCC's built heritage, cultural landscapes, archaeological assets and collections, as well as approval of heritage building designations in the Capital. Clients include the NCC, all government organizations with interests in CCR, Canadians, and other visitors, plus international and private agencies, all of whom benefit from a meaningful Capital of international quality.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Governor General  
Department**

**Strategic Outcome**

*The Governor General, representing The Queen in Canada, is enabled to fulfill constitutional, state, ceremonial and public duties.*

**Program Activity Descriptions**

*Governor General Support*

The Office of the Secretary to the Governor General (OSGG) provides support and advice to the Governor General of Canada in his/her unique role as the representative of The Queen in Canada as well as commander-in-chief. OSGG assists the Governor General in carrying out constitutional responsibilities, in representing Canada at home and abroad, in bringing Canadians together, and in granting armorial bearings. OSGG also supports the Governor General in encouraging excellence through the administration of the Canadian Honours System and by organizing the presentations of national honours, decorations, medals and awards. OSGG manages a visitor services program at both of the Governor General's official residences and oversees the day-to-day operations of these residences. OSGG also provides support to former Governors General, including pensions to former Governors General and their spouses.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Health  
Department**

**Strategic Outcome**

*A health system responsive to the needs of Canadians.*

**Program Activity Descriptions**

*Canadian Health System*

The goal of this program activity is to provide strategic policy advice, research and analysis, and program support to provinces and territories, partners and stakeholders on health care system issues. Mindful of long-term equity, sustainability and affordability considerations, Health Canada collaborates and targets its efforts with provinces and territories, national and international organizations, health care providers, professional associations, other key stakeholders and Canadians in order to support improvements to the health care system, such as improved access, quality and integration of health care services. These targeted efforts are in place to better meet the health needs of Canadians, wherever they live or whatever their financial circumstances. Focusing on emerging health issues, such as Assisted Human Reproduction and nanotechnology enables Health Canada to strategically position itself as a proactive organization, and targeted Grants and Contribution funding to support international health partners helps to ensure Health Canada is an active player in tackling global health issues.

#### *Official Language Minority Community Development*

Official language minority community development involves the administration of Health Canada's responsibilities under Section 41 of the *Official Languages Act* committing the federal government to enhancing the vitality of English-speaking and French-speaking minority communities as well as fostering the full recognition and use of both English and French in Canadian Society and the provision of policy and program advice relating to the Act. Administration involves consulting with Canada's official language minority communities on a regular basis, supporting and enabling the delivery of contribution programs and services for official language minority communities, reporting to Parliament and Canadians on Health Canada's achievements under Section 41, and coordinating Health Canada's activities and awareness in engaging and responding to the health needs of official language minority communities.

#### *Specialized Health Services*

These specialized health services ensure continuity of services and occupational health services to public servants and work to ensure that Health Canada is prepared and able to continue services in the event of a national emergency. By working pro-actively to reduce the number of workdays lost to illness, Health Canada is promoting a productive public service thereby delivering results to Canadians. This Program Activity also ensures that Health Canada works internally and with partners to ensure that Health Canada has preparedness plans that are ready for execution in the event of a national emergency. By ensuring that organizations have plans in place that take into account all facets of their legislated responsibilities helps Health Canada continue to deliver services to Canadians at a time that it will be most needed. This includes coordination with other members of the Health Portfolio as well as partners across the Government of Canada. As part of this work Health Canada provides health services to internationally protected persons when they are visiting Canada for international events such as summit meetings or international sporting events, these specialized health services work to ensure continuity of services and capacity in day to day operations but as well as in extraordinary and unpredictable circumstances such as a national emergency or disease outbreaks such as H1N1.

#### **Strategic Outcome**

*Canadians are informed of and protected from health risks associated with food, products, substances and environments, and are informed of the benefits of healthy eating.*

#### **Program Activity Descriptions**

##### *Health Products*

This program activity is responsible for regulating a broad range of health products that affect the everyday lives of Canadians. Under the authority of the *Food and Drugs Act* and its Regulations, and the *Department of Health Act*, the program activity evaluates and monitors the safety, quality and efficacy of human and veterinary drugs, biologic and genetic therapies, radio-pharmaceuticals, medical devices, and natural health products so that Canadians have access to safe and effective health products. This program activity also verifies, through compliance monitoring and enforcement activities, that regulatory requirements for health products are met. In addition, the program provides timely, evidence-based and authoritative information to key stakeholders including, but not limited to, health care professionals such as physicians, pharmacists, natural health practitioners and members of the public to enable them to make informed decisions about the use of health products.

#### *Substance Use and Abuse*

Through regulatory, programming and educational activities, Health Canada seeks to improve health outcomes by reducing and preventing tobacco consumption and combating alcohol and drug abuse. Through the *Tobacco Act* and its regulations, Health Canada regulates the manufacture, sale, labelling, and promotion of tobacco products. It also leads the Federal Tobacco Control Strategy – the goal of which is to further reduce the prevalence of smoking through regulatory, programming and educational activities. Through the *Controlled Drugs and Substances Act* (CDSA) and its regulations, Health Canada regulates controlled substances and supports prevention, health promotion and treatment initiatives with the goal of reducing substance use and abuse and its associated harms.

#### *Environmental Risks to Health*

The environment continues to be a key determinant of health for all Canadians. This program activity aims to promote and protect the health of Canadians by identifying, assessing and managing health risks posed by environmental factors. The scope of activities includes: research on climate change, air quality, drinking water quality, chemical substances, and contaminated sites; clean air programming and regulatory activities; risk assessment and management of chemical substances, air pollutants, water contaminants, health impacts of climate change, products of biotechnology and products of other new and emerging technologies (including nanotechnology); and working with the passenger conveyance industry to protect the health of the travelling public.

#### *Food Safety and Nutrition*

The Food Safety and Nutrition program activity establishes policies, regulations and standards related to the safety and nutritional quality of food. Food safety standards are enforced by the Canadian Food Inspection Agency and the program activity assesses the effectiveness of CFIA's activities related to food safety. The legislative framework for food is found in the *Food and Drugs Act* and Regulations, the *Canadian Food Inspection Agency Act* and the *Department of Health Act*. The program activity also promotes the nutritional health and well-being of Canadians by collaboratively defining, promoting and implementing evidence-based nutrition policies and standards. As the focal point and authoritative source for nutrition and healthy eating policy and promotion, the program activity disseminates timely, evidence-based and authoritative information to Canadians and stakeholders to enable them to make informed decisions and healthy choices.

#### *Pesticide Safety*

Health Canada, through the Pest Management Regulatory Agency, administers the *Pest Control Products Act* (PCPA) and its regulations. The primary objective of the *PCPA* is to prevent unacceptable risks to people and the environment from the use of pest control products. Health Canada regulates the entire life cycle of a pesticide, including: determination of value, health and environmental risk assessment, characterization and mitigation, registration of products, monitoring and enforcement activities, re-evaluation of registered pesticides on a 15-year cycle, and phase-out or cancellation of products. Pest control products are regulated in a manner to encourage the development and implementation of innovative, sustainable pest management strategies and to facilitate access to pest control products that pose lower risks. Health Canada also encourages public awareness in relation to pest control products by informing the public, facilitating access to relevant information and participating in the decision-making process. Health Canada plays a leading role in international efforts to integrate various regulatory systems around the world. International cooperation facilitates consistency and ensures the best science available supports our decision making.

### *Consumer Product Safety*

Health Canada is committed to promoting the health and safety of Canadians by working to improve the safety of consumer products in the Canadian marketplace. Under the Consumer Product Safety Program Activity, Health Canada works to identify, assess, manage and communicate to Canadians the health and safety risks associated with consumer products that adults and children commonly use for personal, family, household or garden purposes, or in recreation or sports. This is achieved through areas of active prevention, targeted oversight and rapid response, all of which are supported by the *Canada Consumer Product Safety Act*. Through active prevention, Health Canada works with industry to help proactively identify and systematically assess safety risks posed by consumer products, develop standards and share best practices. Also, the Program Activity promotes awareness of new policy and regulatory activity, and provides guidance to industry on existing regulations through guidance documents, workshops and training. Through targeted oversight, the program keeps a close watch on products for which the risks are not yet fully understood or that pose the greatest potential risk to the public. Under rapid response, Health Canada can act quickly to protect the public when a problem occurs – including the removal of unsafe consumer products from store shelves. Through this Program Activity, Health Canada also helps to ensure that cosmetic products used by Canadians on a daily basis are safe and meet the requirements set out in the *Food and Drugs Act* and its Cosmetic Regulations. By prohibiting or restricting the use of certain ingredients in cosmetics and requiring ingredients to be listed on outer product labels, Canadians can make informed decisions when selecting and using cosmetics.

### *Radiation Protection*

Health Canada aims to reduce the health and safety risks associated with different types of radiation, both naturally occurring and from artificial sources, in living and working environments. Health Canada: conducts research into the biological effects of environmental and occupational radiation; develops better methods for internal radiation dosimetry and its measurement; provides radiation safety inspections of federally regulated facilities containing radiation-emitting devices; develops regulations, guidelines, standards and safety codes pertaining to radiation-emitting devices; and provides radiation advice to other government departments, industry and the general public.

### **Strategic Outcome**

*First Nations and Inuit communities and individuals receive health services and benefits that are responsive to their needs so as to improve their health status.*

### **Program Activity Descriptions**

#### *Supplementary Health Benefits for First Nations and Inuit*

The Non-Insured Health Benefits (NIHB) Program provides a specified range of medically necessary health-related goods and services to registered Indians (according to the *Indian Act*) and Inuit (recognized by one of the Inuit Land Claim Organizations) in Canada where not otherwise covered under a separate agreement (e.g. a self-government agreement) with federal, provincial or territorial governments. The benefits under the NIHB Program include the following, where not otherwise provided to eligible clients through other private or provincial/territorial programs: pharmacy benefits (prescription drugs and some over-the-counter medication), medical supplies and equipment, dental care, vision care, short term crisis intervention mental health counselling, and medical transportation benefits to access medically required health services not available on reserve or in the community of residence. The Program also pays provincial health premiums on behalf of eligible clients in British Columbia.

*First Nations and Inuit Primary Health Care*

Primary Health Care funds a suite of programs, services and strategies provided primarily to First Nations and Inuit individuals, families and communities living on-reserve or in Inuit communities. It encompasses health promotion and disease prevention programs to improve health outcomes and reduce health risks, public health protection, including surveillance, to prevent and/or mitigate human health risks associated with communicable diseases and exposure to environmental hazards, and primary care where individuals are provided diagnostic, curative, rehabilitative, supportive, palliative/end-of-life care and referral services.

*Health Infrastructure Support for First Nations and Inuit*

The Health Infrastructure Support Activity underpins the long-term vision of an integrated health system with greater First Nations and Inuit control by enhancing their capacity to design, manage, deliver and evaluate quality health programs and services. It provides the foundation to support the delivery of programs and services in First Nations and Inuit communities and for individuals and promote innovation and partnerships in health care delivery to better meet the unique health needs of First Nations and Inuit. The funds are used for: planning and management for the delivery of quality health services; construction and maintenance of health facilities; research activities; encouraging Aboriginal people to pursue health careers; investments in technologies to modernize health services, and integrate and realign the governance of existing health services.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Health**

*Assisted Human  
Reproduction Agency  
of Canada*

**Strategic Outcome**

*Protection and promotion of health and safety of Canadians in relation to assisted human reproduction and related research, within a sound ethical framework.*

**Program Activity Descriptions**

*Regulatory Compliance Program*

This Program relates to promoting compliance with the *Assisted Human Reproduction Act* and its regulations with a view of protecting the health and safety of gamete donors, patients undergoing and children born of assisted human reproduction (AHR) procedures. The activities include addressing complaints about non-compliance, enforcing prohibitions, issuing licenses for controlled activities (AHR procedures and research) and premises and conducting inspections. It also includes ensuring receipt of prescribed information about gamete donors, persons undergoing AHR procedures, and the resulting children for purposes of a Personal Health Information Registry to be maintained by Assisted Human Reproduction Canada (AHRC). Information in the Registry is used to monitor health outcomes, inform research and disclose relevant donor information where permitted under the Act, while respecting privacy obligations. To facilitate compliance with the Act and the application of the Registry, AHRC will develop and promote administrative procedures, electronic tools, such as databases and electronic forms, and guidance documents. The Agency will also enlist the participation and support of AHR-related organizations in the ongoing planning and monitoring of this program activity.

*Knowledge Transfer Program*

The goal of this program is to promote and encourage the sharing and advancement of knowledge related to infertility and assisted human reproduction (AHR) with Canadians and organizations in the AHR community. This work is expected to support informed and evidence-based decision making about infertility and AHR-related practices and procedures by AHR professionals, patients and prospective patients. Along with the Agency's website, education materials such as brochures are produced for distribution to the public with a view to increasing awareness of those impacted by infertility and AHR procedures of, for example, AHR options and infertility risks. Assisted Human Reproduction Canada also facilitates research, scans the scientific horizon through the Board's Science Advisory Panel and, often in partnership with national and international professionals, holds workshops and seminars on AHR issues. AHRC integrates and uses the results of these activities to stimulate further discussion, advance and disseminate knowledge among AHR professionals in order to facilitate informed and evidence-based decision-making that takes account of continually evolving science. This work conforms with the Agency's responsibilities under the *Assisted Human Reproduction Act* of consulting persons and organizations and monitoring and evaluating developments within Canada and internationally, and providing information to the public and to the professionals respecting AHR.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*A world-class health-research enterprise that creates, disseminates and applies new knowledge across all areas of health research.*

**Program Activity Descriptions***Health Knowledge*

These programs aim to support the creation of new knowledge across all areas of health research to improve health and the health system. This is achieved by managing CIHR's open competition and related peer review processes based on internationally accepted standards of scientific excellence.

*Health and Health Services Advances*

Through the competitive peer review process based on internationally accepted standards of scientific excellence, these programs aim to support the creation of new knowledge in strategic priority areas and its translation into improved health and a strengthened health system.

*Health Researchers*

These programs aim to build health research capacity to improve health and the health system by supporting the training and careers of excellent health researchers through a competitive peer review process based on internationally accepted standards of scientific excellence.

*Health Research Commercialization*

These programs aim to support and facilitate the commercialization of health research to improve health and the health system. This is achieved by managing funding competitions to provide grants, in partnership with the private sector, where relevant, and using peer review processes based on internationally accepted standards of scientific excellence, and by building and strengthening the capacity of Canadian health researchers to engage in the commercialization process.

**Health**

*Canadian Institutes of Health Research*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Health**

*Canadian Northern  
Economic  
Development Agency*

**Strategic Outcome**

*Developed and diversified territorial economies that support prosperity for all Northerners.*

**Program Activity Descriptions**

*Business Development*

Supports the growth and expansion of northern businesses, including small and medium enterprises, through training, advisory services, and grants and contributions. The program activity's objective is the encouragement of a competitive, diverse Northern business sector with a strengthened capacity for innovation.

*Community Development*

Supports community-level investments in infrastructure and organizations, and individual-level investments in skills and capacity development. The program activity's objective is the establishment of economically sustainable Northern communities with a high quality of life for residents.

*Policy, Advocacy and Coordination*

Supports research and analysis to guide programming and policy choices, the promotion of northern interests both inside and outside of the federal government, and the development of horizontal strategies, initiatives and projects to address economic development challenges in the North.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Health**

*Hazardous Materials  
Information Review  
Commission*

**Strategic Outcome**

*Chemical trade secrets are protected and required health and safety information in Canadian workplaces is compliant.*

**Program Activity Descriptions**

*Statutory Decisions and Compliant Information*

The Workplace Hazardous Materials Information System (WHMIS) requires chemical manufacturers, importers, distributors, and employers to provide cautionary labelling and material safety data sheets (MSDSs) for every controlled product produced, used or intended for use by workers in Canadian workplaces. Pursuant to the *Hazardous Materials Information Review Act*, the Hazardous Materials Information Review Commission has the mandate to make decisions on the validity of claims for exemption from disclosure requirements under WHMIS, while ensuring that associated health and safety information made available to Canadian workers is compliant with the WHMIS standards. Specifically, to fulfill its program requirements, the Commission registers claims, issues decisions on claim validity and compliance, offers claimants an opportunity to comply voluntarily and when necessary, orders claimants to take actions to bring MSDSs and/or labels into compliance. In carrying out this program, the Commission fosters proactive compliance. It assists claimants in respecting relevant statutory requirements by providing the information, knowledge, tools and support they need to submit complete and accurate claims and bring associated MSDSs and/or labels into compliance.



*Stakeholder Engagement and Strategic Partnerships*

The exclusive work completed by the Commission enables it to gather unique information and data holdings on hazard communications under the Workplace Hazardous Materials Information System in terms of completeness, accuracy, comprehensibility and accessibility. Through partnerships, the Commission attempts to more fully a) mine, b) test and compare and c) share its knowledge so as to improve hazard communications for Canadian industry and Canadian workers. It also uses this knowledge to improve the understanding and proficiency of interested domestic and international public bodies in developing hazard communication approaches, tools and standards. Consequently, this program supports the establishment of mutually beneficial partnerships that contribute to the creation and distribution of information and knowledge that enhance the safe handling of hazardous chemicals.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Canadians are protected from excessive prices for patented medicines sold in Canada and stakeholders are informed on pharmaceutical trends.*

**Program Activity Descriptions***Patented Medicine Prices Regulation Program*

The Patented Medicine Prices Review Board (PMPRB) is an independent quasi-judicial body that is responsible for ensuring that the prices that patentees charge for patented medicines sold in Canada are not excessive based on the price review factors in the *Patent Act* (the Act). To make this determination the Board must consider each of the following factors: prices at which the medicine and other medicines in the same therapeutic class have been sold in Canada and in the seven comparator countries listed in the Patented Medicines Regulations (Regulations); changes in the Consumer Price Index (CPI); and in accordance with the Act, such other factors as may be specified in any regulations made for the purposes of the price review. Under the Act, and as per the Regulations, patentees are required to file price and sales information for each patented medicine sold in Canada, for the duration of the patent(s). Board Staff reviews the introductory and ongoing information filed by patentees, for all patented medicines sold in Canada. When it finds that the price of a patented medicine appears to be excessive, Board Staff will conduct an investigation into the price. An investigation could result in: its closure where it is concluded that the price was non-excessive; a Voluntary Compliance Undertaking (VCU) by the patentee to reduce the price and offset excess revenues obtained as a result of excessive prices through a payment and/or a price reduction of another patented drug product; or a public hearing to determine if the price is excessive, including any remedial order determined by the Board. In the event that the Board Hearing Panel finds, after a public hearing, that a price is or was excessive, it may order the patentee to reduce the price and take measures to offset any excess revenues. This program, by reviewing the prices charged by patentees for patented medicines sold in Canada, protects Canadians and the health care system from excessive prices.

**Health**

*Patented Medicine  
Prices Review Board*

*Pharmaceutical Trends Program*

The PMPRB reports annually to Parliament through the Minister of Health on its price review activities, the prices of patented medicines and price trends for all drugs, and R&D expenditures as reported by pharmaceutical patentees. In supporting this requirement, the pharmaceutical trend program provides complete and accurate information on trends in manufacturers' prices of patented medicines sold in Canada and on patentees' research-and-development expenditures to interested stakeholders including: industry (i.e., brand-name, biotech, generic); federal, provincial and territorial (F/P/T) governments; consumer and patient advocacy groups; third party payers; and others. This information also provides assurance to Canadians that the prices of patented medicines are not excessive. In addition, as a result of the establishment of the National Prescription Drug Utilization Information System (NPDUIS) by F/P/T ministers of health the Minister of Health requested that the PMPRB conduct analysis of price, utilization and cost trends for prescription drugs so that Canada's health system has more comprehensive, accurate information on how prescriptions drugs are being used and on the sources of cost increases. Furthermore, in 2005, as a result of the National Pharmaceutical Strategy which was part of the First Ministers' 10-Year Plan to Strengthen Health Care, the Minister of Health on behalf of F/P/T Ministers of Health, requested the PMPRB also monitors and reports on non-patented prescription drug prices. This function is aimed at providing federal/provincial/territorial governments and other interested stakeholders with a centralized credible source of information on non-patented prescription drug prices.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Health**

*Public Health Agency of Canada*

**Strategic Outcome**

*Canada is able to promote health, reduce health inequalities, and prevent and mitigate disease and injury.*

**Program Activity Descriptions**

*Health Promotion*

This program provides leadership and support in promoting health and reducing health disparities among Canadians. It supports Canadians in making healthy choices throughout all life stages through initiatives focused on, for example, child development, families, lifestyles, and aging. It also facilitates the conditions that support these choices by working with and through others to address factors and determinants that influence health, such as health literacy, food security, social support networks and the built environment.

*Disease and Injury Prevention and Mitigation*

This program contributes to the identification, prevention, mitigation, and reduction of disease and injury in Canada. Through the provision of information and evidence-based knowledge and tools, it enables national and international decision-makers and public health experts to implement policies, programs and interventions aimed at addressing the incidence, prevalence and impact of disease and injury. It leads federal efforts and promotes national and international cooperation, collaboration, and consultations to identify public health measures and reduce public health risk factors associated with disease and injury. This program is necessary because chronic disease, infectious disease, and injury are primary causes of hospitalisation, disability, and mortality in Canada.

*Public Health Preparedness and Capacity*

The Public Health Preparedness and Capacity program addresses the need for a strong public health system that is prepared at all times for strategic and operational public health issues and events. This program provides public health decision makers with the right people in the right place at the right time equipped with the right competencies, capabilities and connections to carry out public health functions. The program identifies and facilitates the closing of gaps in Canada's public health human resource capacity, the ability to prepare for and respond to public health issues and events and the functioning of public health networks within and outside Canada.

*Science and Technology for Public Health*

To enable Canada to improve public health and better respond to existing and emerging health risks, this program: develops and applies leading edge national public health science and innovative tools; provides specialized diagnostic laboratory testing and reference services; conducts applied and discovery research into established, emerging, and rare infectious diseases; and mobilizes Canadian scientific capacity and networks. The program's primary clients are public health professionals working in federal, provincial, territorial, municipal/ local and non-government organizations. By integrating reliable information and knowledge, this program supports public health decision-making and interventions in Canada.

*Surveillance and Population Health Assessment*

Emerging and ongoing infectious and chronic diseases and other population health risk factors, have an impact on the health of Canadians. The Surveillance and Population Health Assessment program exists to identify and report on health issues and risks through ongoing, systematic analysis, use and sharing of routinely-collected data with and among provinces, territories, and local health authorities, and other federal departments and agencies so that they can make informed decisions. In doing so, the program addresses existing gaps and emerging trends in the ways that public health surveillance and population health assessment are conducted. A national approach to surveillance and population health assessment provides the foundation for coordinated efforts in health promotion, health inequality reduction and disease mitigation and control.

*Regulatory Enforcement and Emergency Response*

Several significant public health events such as SARS (Severe Acute Respiratory Syndrome), West Nile virus, Listeria, and avian and pandemic influenza show that infectious disease outbreaks and agents continue to threaten public health. This program protects the health of Canadians by contributing to the development, implementation and enforcement of legislation and regulations to control the use and containment of pathogens and toxins in addition to quarantine services for travelers entering and departing from Canada; and rapid public health emergency response infrastructure such as human resource surge capacity, 24/7 communication and situational awareness services, and mobile laboratory services capable of processing high-risk pathogens. The program also consists of emergency medical supplies, and equipment located across Canada to support response to public health emergencies. This combination of regulation, rapid response capacity and on-demand emergency supplies provides public health authorities in Canada; other federal government departments and agencies; international health authorities; Canadian health professionals and members of the public with the tools, information, and resources required to help mitigate the threat of infectious disease.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Human Resources and  
Skills Development  
Department**

**Strategic Outcome**

*A skilled, adaptable and inclusive labour force and an efficient labour market.*

**Program Activity Descriptions**

*Learning*

This program activity helps Canadians participate in post-secondary education to acquire the skills and credentials that enable them to improve their labour market outcomes and adapt to changing labour market conditions. It reduces barriers to education by providing financial assistance to individuals as well as incentives to save for a child's post-secondary education. It also provides information and awareness about opportunities to acquire education and skills. The program contributes to the inclusiveness of the workforce by giving Canadians with the required academic abilities a more equal opportunity to participate in post-secondary education.

The program works with the provinces and territories, voluntary sector, financial institutions, service providers and other key stakeholders to help Canadians pursue post-secondary education.

*Skills and Employment*

Skills and Employment is intended to ensure that Canadian labour market participants are able to access the supports that they need to enter or reposition themselves in the labour market to allow them to contribute to economic growth through full labour market participation. Initiatives within this program activity contribute to the common overall objectives of promoting skills development, labour market participation and ensuring labour market efficiency.

**Strategic Outcome**

*Safe, fair and productive workplaces and cooperative workplace relations.*

**Program Activity Descriptions**

*Labour*

This program activity seeks to promote and sustain stable industrial relations and safe, fair, healthy, equitable, and productive workplaces within the federal jurisdiction (transportation, post office and courier companies, communications, banking, grain and nuclear facilities, federal Crown corporations, companies who have major contracts with the federal government and Aboriginal governments, their employees, Aboriginal communities and certain Aboriginal undertakings). It develops labour legislation and regulations to achieve an effective balance between workers' and employers' rights and responsibilities. The program ensures that workplaces under the federal jurisdiction respect the rights and obligations established under labour legislation. The program also manages Canada's international and intergovernmental labour affairs, as well as Aboriginal labour affairs responsibilities.

**Strategic Outcome**

*Income Security, access to opportunities and well-being for individuals, families and communities.*

**Program Activity Descriptions**

*Income Security*

This program activity ensures that Canadians are provided with retirement pensions, survivor pensions, disability benefits and benefits for children, through the Old Age Security program, the Canada Pension Plan (CPP), the Canada Disability Savings Program and the National Child Benefit program.

*Social Development*

This program activity supports programs for the homeless or those individuals at risk of homelessness, as well as programs for children, families, seniors, communities, and people with disabilities. It provides these groups with the knowledge, information, and opportunities to move forward with their own solutions to social and economic challenges.

**Strategic Outcome**

*Service Excellence for Canadians.*

**Program Activity Descriptions***Citizen-Centred Service*

This program activity aims to improve and integrate government service delivery by providing Canadians with a one-stop, easy-to-access, personalized service in person, by telephone, Internet and via mail. This program activity is supported by overarching client segment strategies and partnerships with other departments, levels of government and community-based partners. This program activity also includes client feedback mechanisms and the responsibility for increasing public awareness of Service Canada.

*Integrity and Processing*

This program activity enhances and strengthens the integrity of Service Canada services and programs to ensure that the right person receives the right service or benefit at the right time, and for the intended purpose.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Effective dispute resolution services that support constructive labour management relations in sectors regulated by the Canada Labour Code.*

**Program Activity Descriptions***Adjudication and Dispute Resolution Program*

Through this program, the Canada Industrial Relations Board (CIRB) resolves labour relations issues by exercising its statutory powers relating to the application and interpretation of Part I (Industrial Relations) and certain provisions of Part II (Occupational Health and Safety) of the *Canada Labour Code*. Activities include the granting, modification and termination of bargaining rights; the investigation, mediation and adjudication of complaints alleging violation of Part I of the *Canada Labour Code*; the determination of levels of services required to be maintained during a work stoppage; the exercise of ancillary remedial authority; the exercise of cease and desist powers in cases of unlawful strikes or lockouts; the settlement of the terms of a first collective agreement; the provision of administrative services to these ends.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Increased availability of safe, affordable housing for Canadians in need, including Aboriginal Canadians.*

**Program Activity Descriptions***Assisted Housing Programs*

Financial assistance is provided to individuals and groups under long term agreements, which helps to provide suitable, adequate and affordable housing to low and moderate income Canadians. This program activity also includes funding provided to provinces/territories under Social Housing Agreements. Provinces and territories signing Social Housing Agreements with the Government of Canada are subject to national principles and an accountability framework that ensures targeted federal funding is used for housing low-income households.

**Human Resources and Skills Development  
Canada Industrial Relations Board**

**Human Resources and Skills Development  
Canada Mortgage and Housing Corporation**

*On-Reserve Housing Programs*

Financial assistance is provided to First Nations under long term agreements, which helps to provide suitable, adequate and affordable rental housing in reserve communities. In addition, assistance is provided to bring housing occupied by low-income households up to basic health, safety and mobility standards. This program activity also includes funding to facilitate the acquisition of knowledge, skills, training and resources that will allow Aboriginal people to work towards self-sufficiency in housing and take on more responsibility for the functioning of housing within their community. The funding for these programs is primarily in the form of a subsidy, for up to 25 years, to assist projects with their financing and operation.

*Affordable Housing Initiative*

The Affordable Housing Initiative is aimed at increasing the supply of affordable housing for low to moderate income households. Affordable housing may include interventions such as construction, renovation, rehabilitation, conversion, home ownership, new rent supplements and supportive housing programs. The provinces and territories deliver and administer the programs financed by this initiative. The funding for this program is in the form of a contribution and is provided for provincially/territorially-designed programs.

*Housing Repair and Improvement Programs*

Canada Mortgage and Housing Corporation's (CMHC) Residential Rehabilitation Assistance Program helps to bring housing occupied by low-income homeowners, renters and persons with disabilities up to basic health, safety and mobility standards, and facilitates the conversion of non-residential buildings to residential use. Housing repair and improvement programs also include the Emergency Repair Program, which offers financial assistance to low-income Canadians in rural areas to undertake emergency repairs to their homes, and the Home Adaptations for Seniors Independence Program, which provides low-income seniors with financial assistance to carry out minor home adaptations. The Shelter Enhancement Program provides financial assistance to rehabilitate, repair, improve or build emergency shelters for victims of family violence. The funding for these programs is primarily in the form of a forgivable loan. The total forgivable loan depends on the cost of the repairs and area of the country.

*Research and information dissemination that addresses distinct housing needs, including those of Aboriginal people*

CMHC conducts research and disseminates information on issues regarding specific populations with distinct housing needs, including Aboriginal people, homeless people, low-income people, newcomers (immigrants and refugees), people with disabilities and seniors.

**Strategic Outcome**

*Strengthened competitiveness and innovation of the housing sector in order to meet the housing needs of Canadians.*

**Program Activity Descriptions**

*Canadian Housing Market Research and Analysis*

CMHC collects, analyzes and disseminates housing market information that facilitates informed housing-related decisions by those in the industry, the public at large and CMHC. This includes the provision of housing market data, analysis and forecasts through publications, conferences, seminars, industry roundtables and custom data services. To meet client information needs, CMHC undertakes various surveys of: starts and completions; market absorption; rental market; mortgage approvals; and consumer intentions to buy or renovate a home.

*Research and information dissemination to promote desirable housing market outcomes and improve building performance*

CMHC investigates ways to ensure the supply of affordable housing finance, make housing finance more inclusive, encourage the supply of affordable housing and move the housing system forward. CMHC also conducts technical research to address moisture and the indoor environment, the durability performance of residential buildings and disasters.

*Insured Mortgage Purchase Program*

CMHC supports affordability, competition and liquidity in the Canadian housing finance markets through investment in insured mortgage pools. These insured mortgage pools are purchased from Canadian financial institutions through a competitive auction process. Funding for these purchases is provided through borrowings from the Federal Government under the Consolidated Borrowing Framework.

**Strategic Outcome**

*The Canadian housing system remains one of the best in the world.*

**Program Activity Descriptions**

*Policy, Research and Information Transfer*

Develop policy, undertake research and disseminate information to support and strengthen the economic, technical, social and sustainable aspects of Canadian housing and communities. Lead the development and implementation of federal housing policy.

*International Activities*

Housing sector well-being is further promoted through support to the industry, which enables Canadian companies to secure international business opportunities and diversify their share of housing export markets. CMHC will seek to increase Canadian housing exports by helping companies expand into promising markets, bring together key Canadian clients with pre-selected prospective buyers abroad, promote awareness and recognition of Canadian housing approaches, support foreign delegations seeking information on Canada's housing system and provide assistance to emerging economies to assess and improve their housing environment.

*Emergency planning*

CMHC ensures that Business Resumption Plans are in place and tested to ensure effective and timely resumption of normal business operations following a business interruption impacting the Corporation's business operations and commitments to stakeholders, with particular emphasis on restoring mission-critical business functions first.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*The rights of artists and producers under Part II of the Status of the Artist Act are protected and respected.*

**Program Activity Descriptions**

*Certification, Complaints and Determination Program*

This program deals with applications for certification, revocation of certification, review, determination, and consent to prosecute, and with complaints of unfair practices, brought forward by artists, artists' associations or producers under Part II of the *Status of the Artist Act*, which governs professional relations between self-employed artists and producers.

**Human Resources and Skills Development  
Canadian Artists and Producers Professional Relations Tribunal**

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Human Resources and Skills Development  
Canadian Centre for Occupational Health and Safety**

**Strategic Outcome**

*Improved workplace conditions and practices that enhance the health, safety, and well being of working Canadians.*

**Program Activity Descriptions**

*Occupational health and safety information development, delivery services and tripartite collaboration*

The goal of this program is to provide free information on occupational health and safety to support Canadians in their efforts to improve workplace safety and health. Citizens are provided information through a free and impartial personalized service via telephone, e-mail, person-to-person, fax or mail. Alternatively they can independently access a broad range of electronic and print resources developed to support safety and health information needs of Canadians. This may include cost recovery products and services and is supported financially by contributions from various stakeholders. Through health and safety information development, the Canadian Centre for Occupational Health and Safety (CCOHS) collects, processes, analyzes, evaluates, creates and publishes authoritative information resources on occupational health and safety for the benefit of all working Canadians. This information is used for education and training, research, policy development, development of best practices, improvement of health and safety programs, achieving compliance, and for personal use. Various levels of service are available from free to purchase of products and services. When the product or service provided by CCOHS is provided to identified external recipients with benefits beyond those enjoyed by the general taxpayer, a user fee is charged. CCOHS promotes and facilitates consultation and cooperation among federal, provincial and territorial jurisdictions and participation by labour, management and other stakeholders in the establishment and maintenance of high standards and occupational health and safety initiatives for the Canadian context. The sharing of resources results in the coordinated and mutually beneficial development of unique programs, products and services. Collaborative projects are usually supported with a combination of financial and non-financial contributions to the programs by stakeholders and result in advancement of the health and safety initiatives.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Human Resources and Skills Development  
Office of the Co-ordinator, Status of Women**

**Strategic Outcome**

*Equality for women and their full participation in the economic, social and democratic life of Canada.*

**Program Activity Descriptions**

*Women's participation in Canadian society*

This program activity strengthens women's full participation by addressing their economic and social situations and their participation in democratic life through financial and professional assistance for projects and through strategic partnerships that leverage resources involving public institutions and non-governmental organizations.



*Strategic policy analysis, planning and development*

Status of Women develops strategic policy analysis, advice, and tools to support federal departments and central agencies in identification of policy priorities and in integrating gender-based analysis in existing and proposed policies, programs and initiatives. This is done through collaboration with other federal departments, provincial-territorial governments, civil society, and key international partners.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*The Government – Good governance and co-operative relationships for First Nations, Inuit and Northerners.*

**Program Activity Descriptions***Co-operative Relationships*

The Co-operative Relationships Program Activity contributes to The Government Strategic Outcome. It aims to reconcile the relationship between parties (governments and Aboriginal groups) through mutual respect, trust, understanding, shared responsibilities, accountability and dialogue. This Program Activity addresses constitutional and historic obligations, as well as good public policy by: negotiating agreements which achieve clarity with respect to law-making authority and the ownership, use and control of lands and resources; addressing specific claims; developing multi-partner processes in areas jointly identified by Aboriginal groups and the federal government; supporting an effective consultation and representation of Aboriginal groups in federal policy and program development; and providing funding to Aboriginal recipients through contributions and loan agreements. Through relationships built on trust, respectful partnerships will be established which may ultimately help to contribute to the strengthening of the social, economic and cultural well-being of Aboriginal communities and ultimately more active participation and engagement in the broader Canadian Society.

*Treaty Management*

The Treaty Management Program Activity contributes to The Government Strategic Outcome. This Program Activity aims to create and maintain ongoing partnerships to support both historic and modern-treaties to fulfill Canada's legal obligations. This program supports First Nation and Inuit communities in articulating their interests, participate in land and resource development and management, where applicable and demonstrate the importance of treaties and the treaty relationship between the Crown and Aboriginal people. This is achieved by honouring Canada's obligations as set out in final agreements, improving relationships between Canada and Aboriginal peoples, and improving the relationships between Canada and Historic Treaties First Nations. Creating and maintaining partnerships that honour historic and modern-treaties contributes to the strengthened, healthy and sustainable First Nations and Inuit communities and ultimately supports them to optimize their participation in the broader Canadian society, thus benefiting all Canadians.

**Indian Affairs  
and Northern  
Development  
Department**

#### *Governance and Institutions of Government*

The Governance and Institutions of Government Program Activity contributes to The Government Strategic Outcome. This Program Activity provides frameworks (legislative and non-legislative) which are consistent with the legal, collective, human, and democratic rights and freedoms of Aboriginal peoples in Canada, and where possible enables and supports First Nation development of policies and programs that embrace these values. It provides funds, legislation and guidelines, certifications, education and training, advice, policies and plans, and implemented changes to support condition and build capacity for Aboriginal governance. Typical activities include but are not limited to providing assistance to establish governance and associated capacities, processes and mechanisms (such as by-law making authority, election processes). Support is provided to First Nation and Inuit governments as well as First Nation institutions. These institutions include but are not limited to those that provide services in the areas of governance and taxation and financial management, and land claim organizations and professional associations. Support is also provided to representative organizations to participate in policy and legislation development. Ultimately, good governance practices are essential for the active participation of First Nation and Inuit in Canadian society and economy.

#### **Strategic Outcome**

*The People – Individual, family and community well-being for First Nations and Inuit.*

#### **Program Activity Descriptions**

##### *Education*

The Education Program Activity contributes to The People Strategic Outcome. It aims to support First Nation and Inuit learners in the achievement of education outcomes that are comparable to other Canadians. Such achievement is a key to enhancing their participation in the labour market and their future success. AANDC has primary responsibility under the *Indian Act* for elementary and secondary education of students living on-reserve. As a matter of social policy, AANDC also supports eligible First Nations and Inuit students in the pursuit of post-secondary education. The focus of these programming efforts is on supporting students in relation to: academic progression in elementary and secondary education; provision of appropriate learning environments with culturally relevant education programs and services; and participation in post-secondary education and advancement in programs of study. The improvement of education outcomes and increased participation in the economy and society benefits all Canadians.

##### *Social Development*

The Social Development Program Activity contributes to The People Strategic Outcome. It aims to assist First Nation individuals and communities to become more self-sufficient; protect individuals and families at risk of violence; provide prevention supports that allow individuals and families to better care for their children; and support greater participation in the labour market. This program activity assists First Nations men, women and children in achieving greater independence and self-sufficiency on reserves across Canada. It does so by flowing funds to First Nations, provincial representatives and other recipients who provide on-reserve residents and Yukon First Nations with individual and family services that are developed and implemented in collaboration with partners. These services help First Nation communities meet basic and special needs; support employability and attachment to the workforce; and ensure that individuals and families are safe. First Nations that are engaged in advancing their own development are better equipped to leverage opportunities made available by their communities and actively contribute to the broader Canadian economy and society.

### *Residential Schools Resolution*

The Residential Schools Resolution Program Activity contributes to The People Strategic Outcome and aims to support a fair and lasting resolution to the legacy of Indian Residential Schools and to promote reconciliation with former students, their families and communities. In this program activity, AANDC ensures the successful implementation of the Indian Residential Schools Settlement Agreement (IRSSA) by finalizing the Common Experience Payment (CEP) and implementing the Personal Credits strategy; resolving claims of abuse under the Independent Assessment Process, as per its obligations under the IRSSA; funding and monitoring Commemoration initiatives; and meeting the Government of Canada's obligations towards the Truth and Reconciliation Commission. Additionally, AANDC supports complementary initiatives to further reconciliation such as funding and monitoring of the Advocacy and Public Information Program and promoting reconciliation between the Government of Canada and Aboriginal people, as well as between Aboriginal and non-Aboriginal people through specific reconciliation initiatives. A fair resolution to Indian Residential Schools ultimately contributes to improved relationships between Aboriginal peoples and the rest of Canada, and strengthens Aboriginal communities.

### *Managing Individual Affairs*

The Managing Individual Affairs Program Activity contributes to The People Strategic Outcome by ensuring responsible federal stewardship of the legislative, administrative and treaty obligations of the Federal Government to First Nations that pertain to Estates, Indian Moneys, Registration, Band Membership and Treaty Annuities. This activity administers the portions of the *First Nations Oil and Gas and Moneys Management Act* that relate to Indian Moneys and is critical to ensuring that provisions of the *Indian Act* and other statutory obligations are fulfilled. Results are achieved through direct client-services and through partnerships with First Nations directed to: determining eligibility for registration under the *Indian Act*; issuing the Secure Certificate of Indian Status (SCIS); ensuring responsibility for management of Indian monies and estates under the *Indian Act*; and honouring treaty annuity obligations to First Nations. In supporting responsible federal stewardship of historic treaties and Acts, a more respectful and productive relationship is achieved between First Nations, the Federal Government and Canada more broadly. Likewise, a sound administration of individual affairs and moneys contributes to the well-being of First Nation individuals, families and communities and enhances their participation in the Canadian society.

## **Strategic Outcome**

*The Land and Economy – Full participation of First Nations, Inuit and Métis individuals and communities in the economy.*

### **Program Activity Descriptions**

#### *Community Infrastructure*

The Community Infrastructure Program Activity contributes to The Land and Economy Strategic Outcome by supporting First Nation communities in acquiring, constructing, operating and maintaining a base of infrastructure that protects their health and safety and enables their engagement in the economy. This program activity provides funding and advice to support housing, capacity building and community infrastructure, including water and wastewater systems, education facilities, roads and bridges, electrification, and community buildings. Ultimately, this program activity enables First Nations to participate more fully in the Canadian economy by establishing a base of safe infrastructure that meets established standards, and a housing infrastructure that meets the needs of First Nations communities.

*Aboriginal Economic Development*

The Aboriginal Economic Development Program Activity contributes to The Land and Economy Strategic Outcome. It aims to build and promote viable Aboriginal businesses and opportunity-ready communities. This program activity supports the vision of increasing participation of First Nation, Inuit and Métis individuals and communities in the Canadian economy and enables Aboriginal people to pursue the same opportunities for employment, income, and wealth creation as other Canadians by focusing on key areas of the Federal Framework for Aboriginal Economic Development: strengthening Aboriginal entrepreneurship; enhancing the value of Aboriginal assets; working with HRSDC in developing Aboriginal human capital; forging new and effective partnerships; and focusing the role of the federal government in the area of Aboriginal economic development. AANDC can ensure long-term, sustainable economic development by promoting partnerships with provinces and territories and the private sector. Ultimately, viable Aboriginal businesses and opportunity-ready communities will strengthen the Canadian economy and benefit all Canadians.

*Federal Administration of Reserve Land*

The Federal Administration of Reserve Land Program Activity contributes to The Land and Economy Strategic Outcome. It aims to ensure that the Crown fulfills its statutory and fiduciary obligations as the administrator of reserve lands held in trust for the use and benefit of the First Nation for whom the land was set aside. This is achieved through the timely response to requests for land transactions, the additions to reserve, the clarity of reserve boundaries, the designation of land for economic development purposes, and environmental management, all of which preserve the principles of communal use and benefit. Economic benefits accrue to Aboriginal communities and ultimately enhance the Canadian economy, through the activation of reserve lands and the honouring of treaty obligations.

**Strategic Outcome**

*The North – Self-reliance, prosperity and well-being for the people and communities of the North.*

**Program Activity Descriptions**

*Northern Land, Resources and Environmental Management*

The Northern Land, Resources and Environmental Management Program Activity supports The North Strategic Outcome. It focuses on the management, sustainable development and regulatory oversight of the land, water, natural resources, and environment of the North, delivering on the Department's role as the Government of Canada's natural resource manager North of 60°. This program activity involves: managing oil and gas resources development; supporting the sustainable management of active mineral exploration and development; supporting the sound management of contaminated sites and of land and water in the North; and ensuring the identification of territorial land use zones for conservation, development and other uses. Northerners and Canadians will benefit from economic opportunities and sustainable development.

*Northern Governance and People*

The Northern Governance and People Program Activity contributes to The North Strategic Outcome. This program activity strengthens the North's communities and people by devolving to the governments of the North province-like responsibilities for land and natural resources; by fostering effective intergovernmental relations with territorial governments and providing support to Territorial Commissioners; by reducing the costs of nutritious perishable foods and other essential items in isolated Northern communities; by providing grants for hospital and physician services in Nunavut and the Northwest Territories; by working with Northern communities to identify the risks and challenges posed by climate change and by advancing interests of Canadians and Northerners through circumpolar forums. Canadians and Northerners will benefit with territorial governments ultimately having more control over their own affairs.

### *Northern Science and Technology*

The Northern Science and Technology Program Activity contributes to The North Strategic Outcome. It aims to support scientific research and technology in the North. Such support will aid researchers and scientists with increased access to programs and infrastructure to further research science and technology. The focus of this program activity is: researching and monitoring contaminants and their impacts on the ecosystem as carried out through the Northern Contaminants Program (NCP); supporting initiatives including the creation, management and dissemination of scientific data and results that contribute to informed public policy making; supporting the work to establish the Canadian High Arctic Research Station (CHARS). Northerners and all Canadians will benefit from a knowledge base that supports health and sustainable development, and the positioning of Canada as an international leader in Arctic science and technology.

### **Strategic Outcome**

*Office of the Federal Interlocutor – Socio-economic well-being of Métis, non-status Indians and urban Aboriginal people.*

### **Program Activity Descriptions**

#### *Métis and Non-Status Indian Organizational Capacity Development*

The Métis and Non-Status Indian Organizational Capacity Development program activity contributes to the Office of the Federal Interlocutor Strategic Outcome. This program activity aims to enhance the capacity, legitimacy, stability and democratic accountability of Métis and non-status Indian organizations to: represent their members; advocate within government on their key issues; and to build and expand partnerships with federal and provincial governments and with the private sector. The objective is to enhance the capacity of these organizations to find practical ways to improve the self-reliance, and social and economic conditions of Métis, non-status Indians and off-reserve Aboriginal people so that ultimately they can better realize their full potential within Canadian society.

#### *Métis Rights Management*

The Métis Rights Management Program Activity contributes to the Office of the Federal Interlocutor Strategic Outcome. This program aims to help reconcile Métis Aboriginal rights within the Canadian Federation in response to the 2003 Supreme Court Powley decision, which affirmed that Métis hold section 35 Aboriginal rights under the Canadian Constitution. The program works with representative Aboriginal organizations that have substantial Métis membership numbers to develop objectively verifiable membership systems for Métis members and harvesters in accordance with the Supreme Court's direction. Working with willing provinces and representative Métis organizations to build common understanding in respect of Métis Aboriginal rights, activities such as the support for Métis membership, will assist in the reconciliation of Métis Aboriginal rights within the Canadian Federation in a collaborative and practical manner.

#### *Urban Aboriginal Strategy*

The Urban Aboriginal Strategy Program Activity contributes to the Office of the Federal Interlocutor Strategic Outcome. It supports the self-reliance of urban Aboriginal people, and their participation in the economy. It aims to enhance the knowledge, skills and capacity of urban Aboriginal people to pursue social and economic opportunities; and it provides a vehicle by which the federal government can work with other governments, community organizations and Aboriginal people to support (financially and through other means) projects that respond to local priorities. The Strategy enhances the federal government's ability to align expenditures directed toward urban Aboriginal people in key centres. Ultimately, the self-reliance of urban Aboriginal people, and their participation in the economy, will help strengthen Canada's economy as a whole.

	<p><b>Strategic Outcome</b> <i>The following program activity supports all strategic outcomes within this organization.</i></p> <p><b>Program Activity Descriptions</b> <i>Internal Services</i> See introductory text.</p>
<p><b>Indian Affairs and Northern Development</b> <i>Canadian Polar Commission</i></p>	<p><b>Strategic Outcome</b> <i>Increased Canadian polar knowledge.</i></p> <p><b>Program Activity Descriptions</b> <i>Research Facilitation and Communication</i> Research facilitation and communication.</p>
	<p><b>Strategic Outcome</b> <i>The following program activity supports all strategic outcomes within this organization.</i></p> <p><b>Program Activity Descriptions</b> <i>Internal Services</i> See introductory text.</p>
<p><b>Indian Affairs and Northern Development</b> <i>First Nations Statistical Institute</i></p>	<p><b>Strategic Outcome</b> <i>First Nations, governments and other interested parties will have accurate, and relevant statistical information and analysis on the fiscal, economic and social conditions of First Nations.</i></p> <p><b>Program Activity Descriptions</b> <i>Data Gathering and Analysis</i> Provide statistics and analysis on the socio-economic conditions of Indians, First Nations, Aboriginal groups, and others residing on reserve or Aboriginal lands.</p> <p><i>Sound Quality and Practices</i> Promote the quality, coherence and compatibility of First Nations statistics with accepted standards through collaboration with First Nations and other organizations, and build statistical capacity within First Nation governments.</p> <p><i>Outreach</i> Work with, and provide advice to First Nations, federal departments and agencies and provincial departments and agencies on First Nation statistics.</p>
	<p><b>Strategic Outcome</b> <i>The following program activity supports all strategic outcomes within this organization.</i></p> <p><b>Program Activity Descriptions</b> <i>Internal Services</i> See introductory text.</p>
<p><b>Indian Affairs and Northern Development</b> <i>Indian Residential Schools Truth and Reconciliation Commission</i></p>	<p><b>Strategic Outcome</b> <i>Disclosure and recognition of the truth regarding Indian Residential Schools furthers healing and reconciliation for the individuals and communities affected.</i></p> <p><b>Program Activity Descriptions</b> <i>Truth and Reconciliation</i> This program supports the research, truth, healing and commemoration undertakings of the Truth and Reconciliation Commission. This program, which is part of Canada's obligations under the Indian Residential Schools Settlement Agreement, will include the creation of a historic record of the Indian Residential Schools system and legacy, as well as truth taking, healing and commemoration events. This program has funding for five years, after which it will wind down.</p>

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Efficient administration of the Specific Claims Tribunal.*

**Program Activity Descriptions**

*Registry Services*

Facilitates timely access to the Specific Claims Tribunal through client service, quality of advice, and efficient and timely processing, and unbiased service delivery.

**Indian Affairs  
and Northern  
Development**

*Registry of the Specific  
Claims Tribunal*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*The Canadian marketplace is efficient and competitive.*

**Program Activity Descriptions**

*Spectrum, Telecommunications and the Online Economy*

This program enables Canadians to benefit from a globally competitive digital economy that drives innovation, productivity and future prosperity. This includes developing and administering domestic regulations, procedures and standards that govern Canada's radiocommunication and telecommunications industries. The program sets legislative and policy frameworks to encourage competition and private sector investment in world-class digital infrastructure, confidence in the online marketplace, and greater adoption of digital technologies by business. The program maximizes the public benefits of spectrum by managing it efficiently and effectively, and promotes global telecommunications through the development of international treaties and agreements. International online trade and commerce is facilitated through participation in international bilateral and multilateral forums.

*Marketplace Frameworks and Regulations*

Industry Canada is responsible for the oversight and regulation of a number of aspects of the Canadian marketplace, including bankruptcy, foreign direct investment, federal incorporation, intellectual property and trade measurement. To deliver on its mandate, Industry Canada, through this program, administers framework statutes, regulations, policies and procedures; develops, sets and assures compliance with standards; performs reviews; and holds meetings with a variety of stakeholders. Overall, the program benefits Canadians by ensuring the integrity of the marketplace.

**Industry**

*Department*

#### *Competition Law Enforcement*

The objectives of this program are to maintain and encourage competition to achieve a number of objectives, including promoting the efficiency and adaptability of the Canadian economy and protecting competitive markets. This program also promotes equitable opportunities for businesses to participate in the Canadian economy to provide consumers with competitive prices and product choices. The Competition Bureau, an independent law enforcement agency, is responsible for the administration and enforcement of the *Competition Act*, the *Consumer Packaging and Labelling Act*, the *Textile Labelling Act* and the *Precious Metals Marking Act*. It seeks to ensure that businesses and individuals conform with the legislation under its jurisdiction through negotiated settlements, consent agreements and, where appropriate, prosecuting anti-competitive conduct through litigated proceedings. It protects competitive markets by detecting, disrupting and deterring anti-competitive conduct. The Competition Bureau encourages reliance on market forces. It provides advice to government legislators and policy-makers and intervenes and/or makes representations before federal and provincial boards, commissions and tribunals to encourage competition as a means of achieving policy or regulatory objectives.

#### *Consumer Affairs*

This program gives consumers a voice in the development of government policies and enables them to be effective marketplace participants. It is part of the Department's consumer affairs role under the *Department of Industry Act*, which directs the Minister to promote the interests and protection of consumers. Through research and analysis on marketplace issues, the program supports both policy development and the intergovernmental harmonization of consumer protection rules and measures. It contributes to effective consumer protection through collaboration with provincial and territorial consumer protection agencies under Chapter 8 of the Agreement on Internal Trade and with other governments through the Organisation for Economic Co-operation and Development's Consumer Policy Committee. Industry Canada, through this program, identifies important consumer issues and develops and disseminates consumer information and awareness tools. These consumer protection information products and tools are developed either by the program itself or in collaboration with other consumer protection agencies. Finally, the program provides financial support to not-for-profit consumer and voluntary organizations through the Contributions Program for Non-profit Consumer and Voluntary Organizations. The purpose of this support is to encourage the organizations to reach financial self-sufficiency and to assist them in providing meaningful, evidence-based input to public policy in the consumer interest.

#### **Strategic Outcome**

*Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy.*

#### **Program Activity Descriptions**

##### *Industrial Research and Development Financing*

This program helps Canadian businesses increase research and development (R&D) activities by investing in innovative projects through such measures as repayable contributions. Agreements normally specify which funding will come from the federal government and which from other sources. Projects are chosen based on their ability to generate strategic R&D investment, develop new technologies, and maximize Canadian innovation capacity and expertise.

##### *Science, Technology and Innovation Capacity*

This program supports the Minister of Industry and the Minister of State (Science and Technology) in their science, technology and innovation responsibilities. It sets the strategic direction for the policies and programs that support and stimulate research, development and innovation in Canada. In collaboration with portfolio partners, other government departments and external stakeholders from the private and public sectors, the program fosters an environment that is conducive to innovation and promotes scientific excellence.



*Information and Communication Technologies Research and Innovation*

Through the Communications Research Centre, this program conducts research on advanced telecommunications and information technologies to ensure an independent source of advice for public policy and to support the development of new products and services for the information and communication technologies (ICT) sector.

Research projects involve a combination of in-house activities, tasks performed for other government departments on a cost-recovery basis, and partnerships with industrial and academic organizations. The research performed provides insight into future technologies, which assists Industry Canada in developing telecommunications policies, regulations and program delivery; improves other government departments' ICT-related decision making; and closes the innovation gap by transferring new technologies to Canadian industry.

**Strategic Outcome**

*Canadian businesses and communities are competitive.*

**Program Activity Descriptions***Small Business Research, Advocacy and Services*

The Department's work in this program area is aimed at enhancing the growth and competitiveness of small business and encouraging entrepreneurship. Through this program activity, Industry Canada raises awareness across government of the challenges facing small businesses; provides knowledge and expertise on small and medium-sized enterprises (SME) in a number of areas, including statistics, entrepreneurship, financing, innovation and growth firms; recommends policy options; delivers programs that help support SMEs and entrepreneurial activity across Canada; and provides advice and support related to the Business Development Bank of Canada.

*Community Economic Development*

This program advances the economic development of Northern Ontario communities in the same manner that regional development agencies support similar activities in other regions of Canada. Its main goal is to strengthen the Northern Ontario economy by providing financial support, through contribution agreements, for economic and community development projects led by the private, not-for-profit and public sectors. This program also helps to increase public access to the Internet, provide schools with greater access to computers, and improve information technology skills and learning in community groups and communities across Canada.

*Industrial Competitiveness and Capacity*

This program focuses on helping Canadian industries to improve their industrial competitiveness and capacity for innovation and to adapt to the ever-changing economic landscape, including external shocks. To support industries, this program develops expertise on Canadian firms and sectors through research and analysis and engagement with associations, governments and leading firms; applies this expertise to develop and contribute to policy, legislation and regulations; collaborates with the private sector on industry development; attracts investment and promotes Canadian expertise; and invests in private sector initiatives that are aimed at maximizing productivity and facilitating access to capital.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Industry**

*Canadian Space Agency*

**Strategic Outcome**

*Canada's exploration of space, provision of space services and development of its space capacity, meet the nation's needs for scientific knowledge, innovation and information.*

**Program Activity Descriptions**

*Space Data, Information and Services*

This Program Activity includes the provision of space-based solutions (data, information and services) and the expansion of their utilization. It also serves to install and run ground infrastructure that processes the data and operates satellites. This Program Activity is necessary because the space-based solutions assist Other Government Departments (OGDs) in delivering growing, diversified, or cost-effective programs and services within their mandate, which is related to key national priorities, such as sovereignty, defence, safety and security, resource management, environmental monitoring, and the North. It also provides academia with data required to perform its own research.

The services delivered through this Program Activity are rendered, and the data and information are generated and processed, with the participation of the Canadian space industry, academia, OGDs, national and international organizations such as foreign space agencies, not-for-profit organizations, as well as provincial and municipal governments. This collaborative effort is formalized under national and international partnership agreements, contracts, grants or contributions.

*Space Exploration*

This Program Activity provides valuable Canadian science, signature technologies and qualified astronauts to international space exploration endeavours. This Program Activity is necessary to contribute to the government of Canada's Science and Technology Strategy. It could also generate spin-offs that contribute to a higher quality of life for Canadians and could foster nation-building. This Program Activity appeals to the science and technology communities and generates excitement within the population in general. It is targeted mostly towards Canadian academia and international space exploration partnerships. Canadian industry also benefits from the work generated within this Program Activity.

This Program Activity is delivered with the participation of foreign space agencies and Other Government Departments (OGDs). This collaborative effort is formalized under international partnership agreements, contracts, grants or contributions.

*Future Canadian Space Capacity*

This Program Activity attracts, sustains and enhances the nation's critical mass of Canadian space specialists, fosters Canadian space innovation and know-how, and preserves the nation's space-related facilities capability. In doing so, it encourages private-public collaboration that requires a concerted approach to future space missions. This Program Activity is necessary to secure the nation's strategic and on-going presence in space in the future and to preserve Canada's capability to deliver internationally renowned space assets for future generations. It is targeted at Canadian academia, industry and youth, as well as users of Canadian space solutions (Other Government Departments (OGDs) and international partners).

This Program Activity is conducted with the participation of funding agencies, OGDs along with government facilities and infrastructure, foreign space agencies, not-for-profit organizations and provincial governments. This collaborative effort is formalized under contracts, grants, contributions or national and international partnership agreements.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Canadian economy benefits from strong tourism demand from Canadian Tourism Commission's (CTC) markets.*

**Industry**

*Canadian Tourism  
Commission*

**Program Activity Descriptions**

*Marketing and Sales*

The Marketing and Sales Program Activity (PA) focuses on three major geographical market segments – the Americas, Europe and Asia/Pacific – in addition to targeting tourism activities associated with Meetings, Conventions, and Incentive Travel (MC&IT). Marketing and sales efforts are based on three channels: ‘direct to consumer’ advertising and marketing; travel trade; and media and public relations. This PA is fundamental to CTC’s role as Canada’s national tourism marketing organization and directly supports CTC’s outcome of increasing awareness and consideration of Canada as a tourism destination in CTC markets and generating export revenues from the expenditures of international visitors to Canada.

*Tourism Research and Communications*

The Tourism Research and Communications Program Activity (PA) generates and communicates strategic business intelligence, market and consumer research, and tourism news and information that are vital to maintaining a competitive edge for Canada’s tourism industry. This PA is necessary as the CTC is legislated to “provide information about Canadian tourism to the private sector and to the government of Canada, the provinces and the territories” (*CTC Act, section 5d*).

*Experiential Product Development*

The Experiential Product Development Program Activity (PA) influences the quality and quantity of diverse and competitive tourism experiences in Canada. This PA is necessary for the Canadian Tourism Small and Medium Sizes Enterprises (SMEs), as it is the first point of entry for the SMEs to develop Canadian-branded, export ready, consumer relevant product experiences that are used in CTC sales, marketing and media relations initiatives. Products and tools developed under this PA, such as Experiences Toolkit (practical insight such as moving from a tourism product to an experience and customer trends), Brand Toolkit (an in-depth branding resource) and Digital Assets (videos, photos), are free for SMEs use and help SMEs increase their market readiness, viability and competitiveness both domestically and internationally.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Industry**

*Copyright Board*

**Strategic Outcome**

*Fair decision-making to provide proper incentives for the creation and use of copyrighted works.*

**Program Activity Descriptions**

*Copyright Tariff Setting and Issuance of Licences*

The Board is an economic regulatory body empowered to establish, either mandatorily or at the request of an interested party, fair and equitable tariffs that remunerate rights owners for the use of copyrighted works, when the administration of such copyright is entrusted to a collective-administration society. The Board also has the right to supervise agreements between users and licensing bodies and issues licences when the copyright owner cannot be located.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Industry**

*Federal Economic  
Development Agency  
for Southern Ontario*

**Strategic Outcome**

*A Competitive Southern Ontario Economy.*

**Program Activity Descriptions**

*Business Development*

This program activity supports the 360,000 businesses (especially SMEs) in southern Ontario in their efforts to drive competitiveness by providing funding to encourage the creation of start-up companies, helping existing businesses to expand and helping companies improve their productivity.

Transfer payments in support of this program are made through a variety of initiatives under the authority of Southern Ontario Development Program, SODP through the administration of contribution agreements with businesses, not-for-profit organizations, and post-secondary institutions.

*Technological Innovation*

This program activity is intended to support the southern Ontario economy to be more innovative by creating new products, services, processes and/or markets so as to contribute to the region's competitiveness. This will be achieved by: encouraging the region's labour force to be more innovative; focusing on key emerging sectors; and by strengthening linkages between the region's businesses (especially SMEs) and its post-secondary institutions. These are the elements necessary to improve the region's productivity, accelerate growth and maintain and enhance the region's living standards in the context of a global knowledge-based economy.

Transfer payments in support of this program are made through a variety of initiatives under the authority of Southern Ontario Development Program (SODP) through the administration of contribution agreements with businesses, not-for-profit organizations, and post-secondary institutions.

*Community Economic Development*

This program activity supports the 288 communities (small and large, rural and urban, Francophone and Aboriginal) in southern Ontario that are home to 12.4 million residents. These communities are key to enhancing southern Ontario's economic competitiveness and the long-term prosperity of the region. Southern Ontario depends on communities that can attract the best talent and compete for investment as dynamic centres of commerce and learning. Strong communities contribute to a prosperous southern Ontario. Through this program activity, the Agency will continue to support communities and regions throughout southern Ontario to identify local solutions to local challenges and opportunities. Strong, safe and modern communities are essential building blocks for the region's competitiveness and long-term prosperity. FedDev Ontario will continue to work with others, including Infrastructure Canada, the Province and communities, to support the infrastructure needs within southern Ontario.

Transfer payments in support of this program are made through a variety of initiatives under the authority of the Community Futures Program, the Economic Development Initiative, Eastern Ontario Development Program (TBC) and infrastructure programming like the Building Canada Fund. The Agency will support this program activity through the administration of contribution agreements with businesses, not-for-profit organizations, post-secondary institutions and municipalities.

*Policy, Advocacy and Coordination*

FedDev Ontario's Policy, Advocacy and Coordination (PAC) Program Activity is central to identifying and effectively responding to opportunities and challenges facing the Southern Ontario economy. PAC provides intelligence, analysis and well-grounded advice on a broad range of issues and topics, and informs and supports decision making by the Agency and the Minister of State. In offering strategic, researched policy positions that reflect the region's potential; influencing national policies and programs that affect Southern Ontario's development and interests; and in coordinating other policies and programs within the region to form integrated approaches to development, PAC helps carry the Agency's agenda forward and helps ensure that FedDev Ontario remains relevant and responsive to the opportunities and challenges in Southern Ontario. Transfer payments in support of this program are made under the authority of Southern Ontario Development Program, SODP.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Advancements in the development and deployment of innovative technologies in targeted Canadian industries and national priority areas in support of federal priorities in innovation and science and technology.*

**Industry**

*National Research Council of Canada*

**Program Activity Descriptions***Industrial Research Assistance*

The program supports small and medium-sized enterprise (SME) growth by stimulating innovation capacity and increasing the adoption and/or commercialization of technology-based products, services, or processes in Canada. Assistance is provided to increase opportunities for SME success through: 1) technical and business advice provided to SMEs by a cross-Canada network of field professional staff located in some 100 communities; 2) cost-shared merit-based non-repayable contributions to SMEs engaged in technological innovation of products, services and processes; 3) referrals to partner organizations and key contacts whose resources and international business networks benefit SMEs; and 4) expanding the knowledge-base and capacity of SMEs by increasing access to college and university graduates in SMEs done through NRC-IRAP's participation in the delivery of Human Resources and Skills Development Canada's Youth Employment Strategy (YES).

*Manufacturing Technologies*

This program develops and advances technologies for enhancing the innovation capacity and growth of Canadian manufacturing industries. This is done through multi-disciplinary collaborative research and development services in addition to specialized technical and advisory services for transferring or advancing technologies into deployed industrial solutions for the marketplace. This includes the development and testing of product and process innovations as well as the provision of coordinated access to multidisciplinary research expertise and state-of-the art facilities to ensure that industries in Canada are at the leading edge of innovation.

*Health and Life Science Technologies*

In support of the Health and Related Life Sciences and Technologies priority of the federal S&T Strategy, this program develops and advances technologies and techniques that can enhance the innovation capacity and growth of Canadian industries in the health and life sciences sector. This is done through multi-disciplinary collaborative research and development services in addition to specialized technical and advisory services for transferring or advancing technologies into industrial solutions for the marketplace. This includes the development and testing of product and process innovations as well as the provision of coordinated access to multidisciplinary research expertise and state-of-the art facilities to ensure that industries in Canada are at the leading edge of innovation.

*Information and Communications Technologies and Emerging Technologies*

This program develops and advances technologies to enhance the innovation capacity and growth of Canadian industries in emerging technology sectors and in the Information and Communications Technologies (ICT) sector. This activity is undertaken through multidisciplinary collaborative research and development and through specialized technical and advisory services. Technologies are developed into industrial solutions for the marketplace in the areas of energy, health and ICT, with particular emphasis on the Digital Economy. Activities include assembling and integrating product innovations at the prototype stage and providing access to research expertise and state-of-the art facilities to keep Canadian industry at the leading edge of innovation.

*Energy and Environmental Technologies*

In support of the Natural Resources and Energy priority and the Environmental Science and Technologies priority of the federal S&T Strategy, this program develops and advances technologies and techniques for enhancing the innovation capacity and growth of Canadian industries in the natural resources sector and to address Canadian environmental issues. This is done through multi-disciplinary collaborative research and development services in addition to specialized technical and advisory services for transferring or advancing technologies into industrial solutions for the marketplace. This includes the development and testing of product and process innovations as well as the provision of coordinated access to multidisciplinary research expertise and state-of-the art facilities to ensure that industries in Canada are at the leading edge of innovation.

**Strategic Outcome**

*Canadians have access to research and development information and infrastructure.*

**Program Activity Descriptions**

*National Science and Technology Infrastructure*

This program manages national science facilities and infrastructure critical to research, development and innovation by Canadian scientific and technological communities. Facilities include the TRIUMF sub-atomic research facility and a suite of neutron-scattering spectrometers at Chalk River Laboratories. They also include astronomical observatories and the laboratory for national measurement standards as mandated by the *National Research Council Act*.

*Scientific, Technical and Medical Information*

As mandated by the *National Research Council Act*, this program operates and maintains the national science library, specifically holding the national collection of Scientific, Technical and Medical (STM) information, and offers information services. The program provides Canada's research and innovation communities with access to global STM information to facilitate knowledge discovery, cross discipline research, innovation and commercialization.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*People: Highly skilled science and engineering professionals in Canada.*

**Program Activity Descriptions***Attract and Retain Faculty*

This program activity aims to attract and retain some of the world's most accomplished and promising researchers for faculty positions in Canadian universities. Chairs are awarded through a competitive peer review process and support faculty positions within post-secondary and research institutions by providing funding for salaries and research activities. Chair holders conduct leading edge research that improves our knowledge and quality of life, strengthens Canada's international competitiveness, and helps train the next generation of highly skilled people. These top researchers serve as magnets to other high calibre researchers and students to come to, or to remain in, Canada. Ultimately this helps to cultivate centres of world class research excellence at Canadian universities, and to brand Canada as a top destination for research.

*Support Students and Fellows*

This program activity supports training of highly qualified people through programs of scholarships, fellowships and stipends. Support is provided to students during their research studies at all levels of university enrolment (undergraduate, master's and doctorate level graduate studies, postdoctoral work), providing opportunities for recipients to develop technical and professional skills, and to experience enriched and varied research environments both within Canada and abroad. Scholarship programs aim to ensure that Canada is able to attract, retain and develop a talented, highly skilled workforce. The recipients of scholarship and fellowship awards are selected through peer reviewed national competitions.

*Promote Science and Engineering*

This program activity stimulates the public's interest in science, math and engineering and encourages the next generation of students to consider careers in these fields, helping to ensure that Canada has an ongoing supply of future discoverers and innovators. These activities are necessary as Canada has fewer university students enrolled in the natural sciences and engineering disciplines and fewer PhDs graduating and working in these fields, relative to most OECD countries. NSERC awards grants to support activities of community-based organizations, museums, science centres and universities that stimulate the interest of young people and students and improve school performance in science and mathematics. In addition, NSERC offers several prizes that recognize and highlight Canadian achievements in training, research and innovation.

**Industry**

*Natural Sciences and Engineering Research Council*

**Strategic Outcome**

*Discovery: High quality Canadian-based competitive research in the natural sciences and engineering.*

**Program Activity Descriptions**

*Fund Basic Research*

This program activity promotes and enables global excellence in discovery research in Canada. NSERC's discovery-based programs support long-term, ongoing programs of research as well as shorter-term research projects. In addition, NSERC provides substantial and timely additional resources to select researchers in order to accelerate progress and maximize the impact of their research program. Having a solid capacity for basic research across a broad spectrum of natural sciences and engineering disciplines ensures that Canada remains at the leading edge of knowledge creation. It also ensures that Canada can access and exploit S&T developments from other countries and forms the foundation for training the next generation of scientists and engineers.

*Support for Research Equipment and Major Resources*

This program activity helps to support the acquisition, maintenance and operation of research equipment and major research resources. Funds are also used to facilitate researchers' access to major and unique research facilities in Canada and abroad. Grants are awarded through a competitive peer review process. This activity is necessary because, in addition to funds to carry out research, top scientists and engineers need state-of-the-art equipment and facilities to carry out research at world-class levels. Access to top facilities plays an important role in attracting the best minds to Canada and keeping them here.

**Strategic Outcome**

*Innovation: Knowledge and skills in the natural sciences and engineering are transferred to and used productively by the user sector in Canada.*

**Program Activity Descriptions**

*Fund University-Industry- Government Partnerships*

This program activity fosters collaborations between university researchers and industry, as well as other sectors, to develop and transfer new knowledge to Canadian-based organizations. A range of industry-driven programs aim to stimulate innovation in the Canadian economy and encourage greater science and technology (S&T) investment by the private sector. These partnership programs and projects address real-world challenges that are relevant to industry, help build sustainable relationships between the two sectors and connect people and skills.

*Fund Research in Strategic Areas*

This program activity funds activities and research projects in selected areas of national importance and in emerging areas that are of potential significance to Canada. To take advantage of Canada's established excellence in research and innovation, and to build capacity in areas that are critical to the Canadian economy, NSERC invests in research areas that have been carefully selected as strategic priorities for the country. These investments support a range of activities such as research projects, networks and workshops. Funded activities share the common goal of connecting researchers with end users in order to enable the transfer of knowledge/technology and expertise to increase Canadian prosperity.

*Support Commercialization*

This program activity supports the development of commercially promising technologies and promotes the transfer of knowledge and technologies to Canadian companies for commercialization. Strengthening Canada's record in commercialization is necessary to achieve business growth, job creation and a stronger, more resilient economy. By means of grants awarded through competitive peer review processes, NSERC aims to support the development of pre-competitive technologies and to help build the capacity of Canadian universities and colleges to work with industry and fuel economic growth. Federal investments serve to leverage significant amounts of private funding.



**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Open, fair, transparent and expeditious hearings related to the Tribunal's jurisdiction.*

**Program Activity Descriptions**

*Process Cases*

The Registry of the Competition Tribunal provides all administrative support required for the proper conduct of the Competition Tribunal's business and for the Tribunal to hold hearings anywhere in Canada.

**Industry**

*Registry of the  
Competition Tribunal*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Canada is a world leader in social sciences and humanities research and research training.*

**Program Activity Descriptions**

*Talent: attraction, retention and development of students and researchers in the social sciences and humanities*

This program provides support to graduate students and postdoctoral fellows in the form of fellowships and to research chairs in postsecondary institutions that cover salary and research funding. This program is necessary in order to attract, retain and develop talent in the social sciences and humanities, to cultivate leaders within academia and across the public, private and not-for-profit sectors, and to build centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

*Insight: new knowledge in the social sciences and humanities*

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges. The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sector perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact and increased institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners.

**Industry**

*Social Sciences and  
Humanities Research  
Council*

*Connection: mobilization of social sciences and humanities knowledge*

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy makers, business leaders, community groups, educators and the media working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading edge, internationally competitive research in areas critical to Canada, build multi-sectoral partnerships and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

**Strategic Outcome**

*Research: New Knowledge Based on Excellent Research in the Social Sciences and Humanities.*

**Program Activity Descriptions**

*Investigator-framed Research (theme area and subject defined by researcher(s))*

SSHRC research grants support individual and team projects and programs of research for which the applicant(s) proposes/propose the research topic and methodology. These range from individuals or small groups working in libraries and archives to large, multidisciplinary, collaborative projects with researchers, partners and assistants conducting fieldwork across the country.

*Strategic Research Development*

Strategic grants through programs in this program activity are available to faculty, post-secondary institutions, scholarly associations and non-profit organizations to explore, develop and define new perspectives, challenges, and priorities in conducting research, in disseminating research results, and in training new researchers. Strategic research development programs also help develop related research capacity through the promotion of new modes of research collaboration and partnerships.

*Targeted Research and Training Initiatives*

SSHRC develops and funds programs to support strategic research programs, both on its own and in partnership with other fund providers, including government, private and community organizations. These programs generate new knowledge on pressing social, economic and cultural issues of particular importance to Canadians. One particular stream of strategic programs supports research that will contribute to better understanding of the impacts of the knowledge-based economy on Canada's economic, social, political and cultural life, and will help to improve Canadians' ability to influence the future for the common good.

**Strategic Outcome**

*Knowledge Mobilization: Facilitating the use of social sciences and humanities knowledge within and beyond academia.*

**Program Activity Descriptions**

*Research Networking*

This sub-activity supports interactions between researchers within and across disciplines and among Canadian and international scholars. Through grants to researchers and research institutions, it supports the organization of events at which researchers meet to discuss, compare and plan research activities. These grants do not directly support research projects; rather, they fund a critical aspect of the broader research enterprise that facilitates the sharing of research results, the development of new, innovative and productive research, and the strengthening of connections among members of the research community.

*Research Dissemination and Knowledge Translation*

This program activity supports the effective dissemination of social sciences and humanities research results, both within and beyond academia. Through grants to researchers and research institutions, it helps to ensure that research results are accessible to potential users, through both dissemination and engagement activities. Accessibility includes both the availability of research results to a range of audiences through publications (research publishing), as well as the tailoring of research results to the needs of potential users (knowledge translation).

**Strategic Outcome**

*Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health.*

**Program Activity Descriptions***Indirect Costs of Research*

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities to maximize the investment of publicly-funded academic research. This program helps to off-set the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating, maintenance of libraries, laboratories and research networking spaces, or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally-funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Canada Research Chairs secretariat on behalf of the three research granting agencies.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Canada has an effective and efficient National Standards System.*

**Program Activity Descriptions***Standards Program*

The Standards Council of Canada (SCC) accredits standards development organizations in Canada. The SCC determines conformity to accreditation requirements by performing oversight activities such as document review and on-site assessment. SCC also reviews standards submitted by standards development organizations for approval as National Standards of Canada (NSCs), a designation that indicates a standard is the official Canadian standard on a particular subject. NSCs may be developed in Canada or adopted, with or without changes, from international standards. Through its member program, SCC facilitates and coordinates Canadian participation in national, regional and international standards development and conformity assessment organizations. Through this program activity, SCC recruits individuals and organizations to participate in standards activities on Canada's behalf, in organizations such as: the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), two of the world's largest voluntary standardization bodies. SCC also provides orientation, training and recognition for Canadian participants. Participation in these organizations provides Canadian government, industry and consumers with a competitive advantage.

**Industry**

*Standards Council of  
Canada*

*Standards and Conformity Assessment Policy*

The Standards Council of Canada (SCC) advises federal, provincial and territorial governments, industry organizations, and nongovernmental bodies on standards- and conformity assessment-related aspects of trade and regulatory policy. Through input and review of standardization issues in trade agreements, the SCC, is a significant contributor to expanding international trade for Canada. Incorporating standardization practices into regulatory policy provides an added measure of protection for the health and safety of Canadians. SCC offers governments, businesses and consumers the latest and most comprehensive information on standards, technical regulations and conformity assessment in Canada and around the world through its Web site, Information and Research Service and Technical Document Centre. As the World Trade Organization North American Free Trade Agreement (WTO NAFTA) /Enquiry Point, SCC serves as the central point of contact in Canada for WTO member countries to obtain information on standardization-related market entry requirements.

*Conformity Assessment Program*

Through its conformity assessment program, the Standards Council of Canada (SCC) provides accreditation services for: testing and calibration laboratories; management systems certification bodies; personnel certification bodies; product and service certification bodies; greenhouse gas validation and verification bodies; and inspection bodies. Through assessments, audits and follow-up visits, SCC ensures that these conformity assessment organizations are competent in meeting the requirements of a particular standard, for a product, service or system. Accreditation by SCC can increase an organization's competitiveness and ensure safer and more efficient methods and products are used in the Canadian marketplace. SCC's accreditation programs are based on internationally recognized guides and standards. SCC is also a member of several organizations that are developing agreements to ensure conformity assessment results are accepted internationally.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Industry**

*Statistics Canada*

**Strategic Outcome**

*Canadians have access to timely, relevant and quality statistical information on Canada's changing economy and society for informed debate, research and decision making on social and economic issues.*

**Program Activity Descriptions**

*Economic Statistics*

The Economic Statistics program's purpose is to create a trusted, relevant and comprehensive source of information on the entire spectrum of Canada's economy in order to: inform public debate on economic issues; support economic policy development, implementation and evaluation; and guide business decision making. It is the primary source of information for developing the country's fiscal and monetary policies and for studying the economic evolution of Canadian industries and of regions. The information provides for informed public debate on current economic issues of concern and interest. The outputs are vital to research and to economic policy development, implementation and evaluation by a number of federal departments, such as the Bank of Canada, Finance Canada, Industry Canada, Foreign Affairs and International Trade, and Transport Canada, as well as by provincial and territorial governments; and they are extensively used by the private sector for business planning and decision making. The programs' data also support statutory requirements and regulatory instruments. Statistics produced range from gross domestic product, production, costs, sales, productivity and prices for industrial sectors to the flows and stocks of fixed and financial capital assets, international trade and finance, and the extent of foreign ownership in Canada's economy.

### *Social Statistics*

The Social Statistics program's purpose is to provide integrated information and relevant analysis on the social and socio-economic characteristics of individuals, families and households and on the major factors that affect their well-being in order to: inform public debate on socio-economic issues; support social policy development, implementation and evaluation; and guide public and private decision making. It is the primary source for assessing the impact of changing economic circumstances on Canadians. Federal departments such as Human Resources and Skills Development Canada, Industry Canada, Justice Canada, Citizenship and Immigration Canada, Canadian Heritage, Indian and Northern Affairs Canada, Transport Canada and Infrastructure Canada, as well as provincial governments extensively use its information to evaluate and cost economic and social policy options and alternatives. Objective statistical information is essential in an open and democratic society and this information allows Canadians to participate knowledgeably in debates on topics of interest to them. It supports statistical requirements specified by legislation or regulations such as in areas of labour, immigration and employment equity. The program also provides information, analysis and measures on publicly funded facilities, agencies and systems designed to meet the socio-economic and physical needs of Canadians, on the characteristics of the individual Canadians and families they serve, and on the outcomes of the services they provide, such as justice, health, and education, as well as on cultural institutions and industries.

### *Census, Demography and Aboriginal Statistics*

The program's purpose is to provide statistical information, analyses and services that measure changes in the Canadian population, its demographic characteristics and its conditions, and its agricultural sector, as well as the well-being of aboriginal peoples, in order to serve as a basis for public and private decision making, research and analysis in areas of concern to the people of Canada. The program includes the Censuses of Population and Agriculture. The Census of Population provides detailed information on population sub-groups and for small geographical levels required to assess the effects of specifically targeted policy initiatives and serves as a foundation for other statistical surveys. It also provides population estimates, projections and in-depth information on special populations, such as operators of agriculture holdings and Aboriginal Peoples. Population counts and estimates are used in determining electoral boundaries, distribution of federal transfer payments, and the transfer and allocation of funds among regional and municipal governments, school boards and other locally based agencies within provinces. It meets statistical requirements specified constitutionally, and supports those in statutory requirements and regulatory instruments. All per capita measures in fiscal policies and arrangements and other economic analysis, and in program and service planning, come from this program's statistical information. Statistics produced range from demographic, social and economic conditions of the population, annual and quarterly estimates of the population, households and families and their projections to number and types of farms and farm operators, and the socio-economic conditions and well-being of Aboriginal Peoples.

### **Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

### **Program Activity Descriptions**

#### *Internal Services*

See introductory text.

**Justice**

*Department*

**Strategic Outcome**

*A fair, relevant and accessible Canadian justice system.*

**Program Activity Descriptions**

*Stewardship of the Canadian Legal Framework*

Under Canada's federal system, the administration of justice is an area of shared jurisdiction between the federal government and the provinces. Through this program activity, the Department fulfils its responsibility to ensure a bilingual and bijural national legal framework for the administration of justice by developing policies and laws and testing innovative approaches to strengthen the framework within the following domains: criminal law, youth criminal justice, sentencing, marriage and divorce, access to justice and Aboriginal justice. This program activity also includes significant ongoing funding to provinces and territories in support of their responsibility for the day to day administration of justice.

*Office of the Federal Ombudsman for Victims of Crime*

This program activity raises awareness of the needs and concerns of victims in areas of federal responsibility, provides an independent resource that addresses complaints of victims about compliance with the provisions of the *Corrections and Conditional Release Act* that apply to victims of offenders under federal supervision, and assists victims to access existing federal programs and services.

**Strategic Outcome**

*A federal government that is supported by high quality legal services.*

**Program Activity Descriptions**

*Legal Services to Government Program*

The Department of Justice provides an integrated suite of high quality legal advisory, litigation and legislative services to the Minister of Justice and to all federal departments and agencies to support them in meeting the Government's policy and programming priorities and to advance the overall objectives of the government. Services are provided through: a network of departmental legal services units co-located with client departments and agencies; specialized legal capacities within national headquarters; and, a network of regional offices and sub-offices providing legal advisory and litigation services to federal departments and agencies across the country.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Justice**

*Canadian Human Rights Commission*

**Strategic Outcome**

*Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the Canadian Human Rights Act and the Employment Equity Act by federally regulated employers and service providers, as well as the public they serve.*

**Program Activity Descriptions**

*Human Rights Dispute Resolution Program*

This program addresses discrimination by dealing with individual and systemic complaints and issues brought by individuals or groups of individuals against federally regulated employers and service providers. The Commission exercises its discretion in choosing the most appropriate dispute resolution method including investigation, mediation and conciliation. The Commission also serves as a screening body in determining whether further inquiry is warranted, participates in all pre-tribunal mediations and represents the public interest in appearing before the Tribunal.

*Discrimination Prevention Program*

This program helps foster and sustain a human rights culture in federally regulated organizations by promoting continuous improvement of an organization's human rights competencies. Prevention initiatives, employment equity audits, learning programs and events are among the program's tools to prevent discrimination, and achieve employment equity objectives. Stakeholder engagement involves federal departments and agencies, Crown corporations, private sector organizations, provincial and territorial government bodies, international agencies, unions and other non-governmental organizations.

*Human Rights Knowledge Development and Dissemination Program*

This program helps foster both an understanding of and compliance with the *Canadian Human Rights Act* and the *Employment Equity Act*. Knowledge development also ensures that programs, interventions, and decisions are grounded in evidence and best practices. Knowledge products include research, policies, regulatory instruments, and special reports. Information and/or advice are provided to the Commission itself, Parliament, federal departments and agencies, crown corporations, federally regulated private sector organizations, and the public. Partnerships with other human rights commissions as well as governmental, non-governmental, research organizations and international organizations are formed and maintained to leverage knowledge development and dissemination activities in areas of common interest.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Individuals have access, as determined by the Canadian Human Rights Act and the Employment Equity Act, to fair and equitable adjudication of human rights and employment equity cases that are brought before the Canadian Human Rights Tribunal.*

**Program Activity Descriptions***Hearings of complaints before the Tribunal*

This Program inquires into complaints of discrimination to decide, following a hearing before Tribunal members, if particular practices have contravened the *Canadian Human Rights Act*. Tribunal members also conduct hearings into applications from the Canadian Human Rights Commission (CHRC) and requests from employers in order to adjudicate on decisions and directions given by the CHRC under the *Employment Equity Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*An independent and efficient Federal Judiciary.*

**Program Activity Descriptions***Payments Pursuant to the Judges Act*

Payments of salaries, allowance and annuities to federally appointed judges, and their survivors, in the superior courts and courts of appeal in Canada.

*Federal Judicial Affairs*

Provides other services to federally appointed judges including language training, editing of the federal courts reports, and services to the Minister of Justice through the Judicial Appointments Secretariat.

**Justice**

*Canadian Human Rights Tribunal*

**Justice**

*Commissioner for Federal Judicial Affairs*

*Canadian Judicial Council*

Administrative support to the various committees established by the Council which is made up of all of the Chief and Associate Chief Justices in Canada as well as the senior judges from the superior courts in Nunavut, Yukon and the Northwest Territories.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Justice**

*Courts Administration Service*

**Strategic Outcome**

*The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*

**Program Activity Descriptions**

*Registry Services*

The Registry Services processes legal documents and applications for judicial review under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. It also ensures the proper court records management and adequate operation of the litigation and court access process.

*Judicial Services*

Judicial Services provides direct support to all the Justices through the efforts of judicial assistants, law clerks, jurilinguists, chauffeurs and court attendants, and library personnel. The services provided include research, documentation, revision, editing, and linguistic and terminological advice, the object of which is to assist the judges in preparing their judgments and reasons for judgment.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Justice**

*Office of the Director of Public Prosecutions*

**Strategic Outcome**

*Criminal and regulatory offences under federal law are prosecuted in an independent, impartial and fair manner.*

**Program Activity Descriptions**

*Drug, Criminal Code, and terrorism prosecution program*

This program supports the protection of society against crime through the provision of legal advice and litigation support during police investigations, and the prosecution of: all drug offences under the *Controlled Drugs and Substances Act* and any related organized crime offences throughout Canada, except in Quebec and New Brunswick, where the Office of the Director of Public Prosecutions prosecutes such offences only where charges are laid by the Royal Canadian Mounted Police; proceeds of crime offences; pursuant to understandings with the provinces, Criminal Code offences where they are related to drug charges; all Criminal Code offences in the three territories; terrorism offences; and war crimes and crimes against humanity offences. This program activity also involves the promotion of federal/provincial/territorial cooperation on criminal justice issues of mutual concern.



*Regulatory offences and economic crime prosecution program*

This program supports the protection of society against crime through the provision of legal advice and litigation support to federal investigative agencies, and the prosecution of : offences under federal statutes aimed at protecting the environment and natural resources as well as the country's economic and social health (e.g., *Fisheries Act, Income Tax Act, Copyright Act, Canada Elections Act, Canadian Environmental Protection Act, Competition Act, Customs Act, Excise Act, and the Excise Tax Act*); offences involving fraud against the government; capital market fraud offences; and any organized crime offences related to the foregoing offences. This program also includes the recovery of outstanding federal fines and the promotion of federal/provincial/territorial cooperation on criminal justice issues of mutual concern.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*The privacy rights of individuals are protected.*

**Program Activity Descriptions***Compliance Activities*

The OPC is responsible for investigating privacy-related complaints and responding to inquiries from individuals and organizations. Through audits and reviews, the OPC also assesses how well organizations are complying with requirements set out in the two federal privacy laws, and provides recommendations on Privacy Impact Assessments (PIAs) pursuant to Treasury Board Secretariat policy. This activity is supported by a legal team that provides specialized legal advice and litigation support, and a research team with senior technical and risk-assessment support.

*Research and Policy Development*

The OPC serves as a centre of expertise on emerging privacy issues in Canada and abroad by researching trends and technological developments, monitoring legislative and regulatory initiatives, providing legal, policy and technical analyses on key issues, and developing policy positions that advance the protection of privacy rights. An important part of the work involves supporting the Commissioner and senior officials in providing advice to Parliament on potential privacy implications of proposed legislation, government programs, and private-sector initiatives.

*Public Outreach*

The OPC delivers public education and communications activities, including speaking engagements and special events, media relations, and the production and dissemination of promotional and educational material. Through public outreach activities, individuals have access to information about privacy and personal data protection that enable them to protect themselves and exercise their rights. The activities also allow organizations to understand their obligations under federal privacy legislation.

**Strategic Outcome**

*Individuals' rights under the Access to Information Act are safeguarded.*

**Program Activity Descriptions***Compliance with access to information obligations*

The *Access to Information Act* is the legislative authority for the oversight activities of the Information Commissioner, which are: to investigate complaints from individuals and corporations; to review the performance of government institutions; to report the results of investigations/reviews and recommendations to complainants, government institutions, and Parliament; to pursue judicial enforcement; and to provide advice to Parliament on access to information matters.

**Justice**

*Offices of the  
Information  
and Privacy  
Commissioners of  
Canada*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services – Office of the Privacy Commissioner*

See introductory text.

*Internal Services – Office of the Information Commissioner*

See introductory text.

**Justice**

*Supreme Court of  
Canada*

**Strategic Outcome**

*The administration of Canada's final court of appeal is effective and independent.*

**Program Activity Descriptions**

*Court Operations*

In order to render decisions, the Court requires the support of the Office of the Registrar in the management of cases from the receipt of an application for leave to appeal to the release of the judgment on appeal. This support includes providing services to the litigants, reviewing applications for leave to appeal and preparing advice as to whether leave to appeal should be granted; preparing summaries of the leave applications; providing procedural advice; reviewing and summarizing factums where leave to appeal is granted; receiving, controlling and preserving all incoming documentation; tracking time period to ensure compliance with the Rules of the Supreme Court of Canada; recording proceedings on appeals; answering queries with regard to cases; editing and summarizing decisions of the Court; publishing decisions in the Supreme Court Reports, in accordance with the *Supreme Court Act*; and providing library services to support the legal research and information access needs of users within the Court and members of the legal community. The *Supreme Court Act* requires the Registrar to, under the direction of the Chief Justice, manage and control the library of the Court and the purchase of all books therefor.

*Process payments of various allowances to the Supreme Court Judges pursuant to the Judges Act*

The *Judges Act* is an Act respecting all federally appointed judges, and thereby applies to the judges of the Supreme Court of Canada. With respect to the Office of the Registrar of the Supreme Court the *Judges Act* specifies the salaries of the Supreme Court judges, and prescribes other payments to be made to judges, namely allowances, removal, meeting, conference and seminars and annuities. The Office of the Registrar processes these payments as required in the *Judges Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**National Defence**

*Department*

**Strategic Outcome**

*Resources are acquired to meet Government Defence Expectations.*

**Program Activity Descriptions**

*Equipment Acquisition and Disposal*

This program acquires and disposes of equipment required for Canadian Forces operations. This includes the acquisition of new & replacement capabilities or capital improvements to in-service equipment and their disposal at the end of their service life. Equipment Acquisition occurs primarily through collaboration with Public Works and Government Services (PWGSC), Industry Canada (IC) and the vendors. Equipment Acquisition activities include defining requirements, engineering design, sourcing, validation of requirements, developing procurement strategy, contracting, contract negotiation and award, contract administration and management, project management of equipment acquisitions.

*Recruiting of Personnel and Initial Training*

This program will promote National Defence as a preferred workplace with the general public and to recruit new hires for a broad range of trades and other general, professional and scientific occupations. This involves deepening Defence's connections to the various educational and ethnic communities to attract the right number and mix of people who have the skills needed to contribute to meeting the Defence Mission. Engaging in effective leadership, strategic planning, and targeted outreach activities will ensure that proactive measures are taken to address the challenges arising from current labour market pressures for specific skill sets within certain geographic locations. The program will attract, select and enrol personnel and conduct initial training (basic recruit and occupational training) to military members to the Operational Functional Point. This ensures that sufficient personnel are recruited and trained with the needed skills in the appropriate occupation, now and into the future, to meet Defence requirements. This is accomplished through the provision of recruitment centres, recruitment campaigns, advertising and other outreach activities as well as the necessary training staff, facilities and associated supports.

*Real Property and Informatics Infrastructure Acquisition and Disposal*

An extensive portfolio of land, works, buildings and informatics required to support the delivery of defence operations. The Real Property and Informatics Infrastructure Acquisition and Disposal program aims to ensure that the right real property and informatics is acquired and disposed of, and is available where and when needed, while providing value for money, advancing objectives for the greening of government land and buildings, and adhering to best practices for asset life-cycle management. Program activities include working with stakeholders to define requirements; updating the real property and informatics development and management plans; managing projects for new and replacement construction; and identifying and eliminating excess facilities. Real property and informatics are acquired through construction and recapitalization, purchase or capital leases, and disposed of through deconstruction, sale or transfer. The activity includes the Capital Assistance Program (CAP) which is a capital contribution program under which Defence makes financial contributions to support the transfer of infrastructure facilities to provinces, territories, municipalities and/or their agencies. CAP projects support real property goals and objectives by encouraging cost-effective solutions for the provision of infrastructure on bases and wings across Canada.

*Defence Science and Technology*

This program provides the Government of Canada with critical scientific knowledge and innovation to address defence & security challenges and needs. The S&T Program includes direction setting, program planning, program management, and capability management, execution and assessment. The Program comprises multi-year projects with activities in research, technology development, analysis and experimentation applied to inform, enable and respond to Canada's defence and security priorities over multiple time horizons extending up to a 20-year outlook. The scientific knowledge and innovation generated from these activities informs decisions on Defence capability acquisitions, readiness preparation and the conduct of operations in response to Government priorities. Activities under this program draw on internal capability and make extensive use of partnerships with Canadian industry and academia as well as international organizations.

**Strategic Outcome**

*National Defence is ready to meet Government Defence Expectations.*

**Program Activity Descriptions***Land Readiness*

This program provides Canada with a combat-capable, multi-purpose Army. The program will generate and sustain relevant, responsive, combat capable land forces that are effective across the spectrum of conflict, from peacekeeping and nation building to war fighting. This is accomplished by bringing land forces to a state of readiness for operations, assembling and organizing Land personnel, supplies, and materiel as well as the provision of individual and collective training to prepare land forces to defend Canadian interests domestically, continentally and internationally.

*Joint and Common Readiness*

This program will ensure Defence is ready to operate in a joint capacity, as directed by Government, to respond to domestic, continental and international requirements within the required response time. The program will generate and sustain forces for activities, operations and organisations in which elements of at least two services (e.g. Navy, Army, Air Force) participate. This is accomplished through the provision of training of a joint and common nature, the equipping of forces and the provision of their means to deploy in a joint capacity.

*Maritime Readiness*

This program provides Canada with a combat-capable, multi-purpose Navy. The program will generate and sustain relevant, responsive, combat capable maritime forces that are able to respond to a spectrum of tasks, as may be directed by the Government, within the required response time. This is accomplished by bringing maritime forces to a state of readiness for operations, by assembling, and organizing maritime personnel, supplies, and materiel. This includes the training and equipping of forces and the provision of their means of deployment, sustainment and recovery to defend Canadian interests domestically, continentally and internationally.

*Aerospace Readiness*

This program will provide Canada with a combat-capable, multi-purpose Air Force. The program will generate and sustain relevant, responsive, combat capable aerospace forces that are able to respond to the spectrum of tasks, as may be directed by the Government, within the required response time. This is accomplished by bringing aerospace forces to a state of readiness for operations, by assembling, and organizing aerospace personnel, supplies, and materiel. This includes the training and equipping of aerospace forces and the provision of their means of deployment, sustainment and recovery to defend Canadian interests domestically, continentally and internationally.

**Strategic Outcome**

*Defence operations improve peace, stability and security wherever deployed.*

**Program Activity Descriptions**

*International Peace, Stability and Security*

This program will contribute to global peace and security by conducting global CF operations, across the spectrum from humanitarian assistance to combat, in concert with national and international partners, to achieve timely and decisive results in support of Canada's national interests. This is accomplished through the mobilization and deployment of forces internationally. Canadian Expeditionary Force Command is the operational command responsible for all Canadian Forces (CF) international operations, with the exception of operations conducted solely by Special Operations Forces elements.

*Situational Awareness*

The Government of Canada and Defence require an accurate and timely security picture and comprehensive situational awareness and threat knowledge for Canada and abroad. This program will provide credible, reliable and sustained intelligence services to Defence in support of decision making and military operations, as well as, support to other government departments in the defence and security of Canada. Work activities include geospatial intelligence, imagery intelligence, signals intelligence, and counter intelligence. The program also ensures the acquisition and use of information from the global information infrastructure to provide foreign intelligence to support Government of Canada intelligence priorities. This is accomplished through the collection, dissemination and analysis of electronic information. The program will ensure the provision of advice, guidance and services to help protect electronic information and information infrastructures of importance to the Government of Canada as well as technical and operational assistance to federal law enforcement and security agencies in the performance of their lawful duties.

*Canadian Peace, Stability and Security*

This program employs the Canadian Forces in the conduct of operations to ensure the safety and security of Canadians and the defence of Canada. These operations include protecting Canada's sovereignty, responding to domestic disasters or humanitarian crisis, supporting domestic security requirements, and conducting search and rescue activities. This is accomplished through the mobilization and deployment of forces within Canada. Canada Command is responsible for the conduct of all Canadian forces domestic operations – routine and contingency - and is the national operational authority for the defence of Canada.

*Continental Peace, Stability and Security*

This program employs the Canadian forces in the conduct of operations, both independently and in conjunction with allies, for the defence of North America and its approaches. Activities under this program include continental operations as required in accordance with Government of Canada policy. This is accomplished through the mobilization and deployment of forces for the defence of North America and its approaches. Canada Command is responsible for the conduct of all continental operations – routine and contingency - and is the national operational authority for the defence of North America and its approaches.

**Strategic Outcome**

*Care and Support to the Canadian Forces and Contribution to Canadian Society.*

**Program Activity Descriptions***Defence Team Personnel Support*

The Defence Team Personnel Support program will provide a broad spectrum of support services such as financial support for education and housing and facilities services, as well as, benefits to military personnel and their families. The program will also provide learning support to Defence civilians. This program is necessary as the provision of fair and equitable support is a key element of the Social Contract between the nation and its military personnel that is essential to enhance personnel readiness and deployability, and establish the Canadian Forces as an employer of choice and learning institution.

*Canadian Identity*

This program preserves and promotes Canadian identity by providing youth programs, ceremonial activities and the preservation of military history. The program is necessary to demonstrate the military heritage and proficiency of the Canadian Forces (CF) to Canadians and inform them of the military profession and practice in Canada. This is realized through initiatives such as ceremonial and band performances, CF museums, CF history and heritage books, web content and the Cadets.

*Environment Protection and Stewardship*

This program promotes public health and safety and supports sustainable development on Defence lands and wherever Defence operates. It delivers multi-faceted real property/infrastructure environmental protection and stewardship compliant with applicable legislation and federal policy that extends through every level of departmental decision-making.

*Non-Security Support*

Defence is strongly committed to contributing to Canadian society in non-operational roles. The program will provide supports to develop national competency in defence issues and to the whole of government approach by sharing information with other government departments and non-governmental organizations. This may include the provision of grants to researchers to generate knowledge related to defence issues or provide meteorological or mapping information to other government departments in the interest of information sharing on horizontal initiatives.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**National Defence**

*Canadian Forces  
Grievance Board*

**Strategic Outcome**

*The Chief of the Defence Staff and members of the Canadian Forces have access to a fair, independent and timely review of military grievances.*

**Program Activity Descriptions**

*Review Canadian Forces grievances*

The Chief of the Defence Staff refers grievances as prescribed under *Queen's Regulations and Orders* for the Canadian Forces as well as every grievance concerning a decision or an act of the Chief of the Defence Staff in respect of a particular officer or non-commissioned member to the Board for its findings and recommendations. The Board conducts objective and transparent reviews of grievances with due respect to fairness and equity for each member of the Canadian Forces, regardless of rank or position. It ensures that the rights of military personnel are considered fairly throughout the process and that its Board Members act in the best interest of the parties concerned. The findings and recommendations it issues are not only based in law but form precedents that may facilitate change within the Canadian Forces. As an administrative tribunal designed to review grievances, the Board must ensure that its recommendations comply with the law and can be implemented in accordance with its enabling legislation, relevant human rights legislation and the *Canadian Charter of Rights and Freedoms*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**National Defence**

*Communications  
Security Establishment*

**Strategic Outcome**

*CSEC's foreign signals intelligence and technical security capabilities advance and protect Canada's vital interests.*

**Program Activity Descriptions**

*Signals intelligence*

As mandated by section 273.64 of the *National Defence Act*, the Signals Intelligence program provides foreign intelligence that addresses the Government of Canada's vital interests in defence, security and international affairs through the collection, processing, analysis and reporting of intelligence. It also contributes to the protection of electronic information and information infrastructures of importance to the Government of Canada, and provides technical and operational assistance to federal law enforcement and security agencies.

*IT Security*

The Information Technology Security program provides advice, guidance and services to help ensure the protection of electronic information and information systems of importance to the Government of Canada, as mandated by the *National Defence Act* and in accordance with the Policy on Government Security.

**Strategic Outcome**

*Conduct complaints against the Military Police and interference complaints by the Military Police are resolved in a fair and timely manner, and recommendations made are implemented by the Department of National Defence and/or the Canadian Forces.*

**Program Activity Descriptions***Complaints Resolution*

This program aims to successfully resolve complaints about the conduct of military police members as well as complaints of interference with military police investigations by overseeing and reviewing all complaints received. This program is necessary to help the military police to be as effective and as professional as possible in their policing duties and functions.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*The Communications Security Establishment Canada performs its duties and functions in accordance with the laws of Canada and with due regard for the privacy of Canadians.*

**Program Activity Descriptions***The Communications Security Establishment Canada review program*

The program activity provides independent review by the Office of the Communications Security Establishment Commissioner of the lawfulness of the activities of the Communications Security Establishment Canada. The core functions of this program consist in reviewing the Communications Security Establishment Canada's activities to ensure they comply with the laws of Canada in general and, in particular, the *Canadian Charter of Rights and Freedoms*, the *National Defence Act*, the *Criminal Code* and the *Privacy Act*. If the Commissioner believes that an activity of the Communications Security Establishment Canada carried out under its foreign intelligence or its information technology security mandates may not be in compliance with the law, he is required to inform the Minister of National Defence and the Attorney General of Canada, accordingly. Through this program activity, and in response to any complaint filed by Canadian citizens and permanent residents of Canada, the Commissioner may undertake any investigation that he considers necessary. In addition, the Commissioner has a duty under the *Security of Information Act* to receive information from persons who are permanently bound to secrecy if they wish to claim a public interest defence for divulging classified information (referred to in the Act as special operational information) about the Communications Security Establishment Canada.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Canada's natural resource sectors are globally competitive.*

**Program Activity Descriptions***Statutory Programs – Atlantic Offshore*

This program activity is about monitoring and facilitating payment disbursement agreements and transfer payments under the Atlantic Offshore Accord Acts.

**National Defence**

*Military Police  
Complaints  
Commission*

**National Defence**

*Office of the  
Communications  
Security Establishment  
Commissioner*

**Natural Resources**

*Department*

*Investment in natural resource sectors*

Investing in the development of natural resources is costly and risky due to the uncertainties related to the potential economic viability of natural resources. There are many factors to consider when deciding whether or not to develop a natural resource. In some cases, investors and/or companies lack knowledge on and, thus, are unaware of potential opportunities. The objective of this program activity is to encourage natural resource sector investment by either decreasing the risk of development or increasing knowledge on opportunities. This objective is achieved by providing funding and information on the factors that determine the potential economic viability of natural resources.

*Innovation for New Products and Processes*

Optimizing the use of Canada's natural resources and the processes by which they are developed would improve the productivity of the natural resources sectors and reduce its dependency on the sale of traditional natural resource products. The objective of this program activity is twofold: to maximize the productivity and to decrease our dependency on the sale of traditional products by encouraging natural resources sectors to adopt new technologies and processes to develop new products. This objective is achieved by conducting science, research, development, and demonstrations on new applications, technologies, processes, and products.

*Market Access and Diversification*

Canada's natural resource sectors face two key barriers to market access and diversification: 1) trade and policy barriers and 2) lack of awareness of Canada's natural resource products. The objectives of this program activity are to break down those barriers and support natural resource markets by making information available to Canadians, supporting negotiations to reduce trade barriers, and ensuring that regulations are up-to-date. This helps maintain natural resource sectors' access to existing markets and increases their access to new market segments.

*Economic Opportunities for natural resources*

The program activity contains programs designed to promote innovation, investment, and the enhancement of the competitiveness of Canada's natural resources and related products industries through the provision of know-how and tools, including base geo-science information, along with trade promotion and market acceptance, at home and abroad. This group of programs also delivers policies, regulations and legislative work to manage federal responsibilities associated with Canada's oil and natural gas supply, protecting the critical energy infrastructure, and managing statutory program for the Atlantic offshore.

*Natural resource-based communities*

The program activity is targeted to increasing Canada's knowledge of the impacts of natural resource sector evolution on communities that have a substantial reliance on resource-based industries and to improve the capacity and knowledge for increasing the number of opportunities through value-added products and services. This group of programs is designed to improve the social well-being of Canadians. It is also about promoting Aboriginal and non-Aboriginal participation, improving skills, capacity and community stability through, for example, the Forest Community Program, the First Nations Forestry Program, and the Mines Ministers federal/provincial and territorial Framework for Action.



**Strategic Outcome**

*Natural Resource Sectors and Consumers are Environmentally Responsible.*

**Program Activity Descriptions***Energy-efficient Practices and Lower-carbon Energy Sources*

Canada's energy markets are defined by consumption and production decisions; however, consumers and producers do not necessarily make decisions that minimize their impact on the environment due to several barriers including: 1) a lack of awareness of available options and their benefits, 2) insufficient capacity for adoption (e.g. regulatory frameworks, codes and standards, etc.) and 3) financial risk. The objective of this program activity is to address these barriers and encourage and enable energy consumers and producers to adopt cleaner and more efficient technologies, products, services and practices, thereby transforming the market. This objective is achieved through education and outreach activities, targeted incentives, and regulatory interventions that keep pace with technological changes.

*Technology Innovation*

Solutions to the environmental challenges faced by the natural resource sectors require sustained efforts in research, development and demonstration because the current level of science and technology is inadequate to address these concerns. However, the natural resource sectors neither have all the necessary knowledge nor make the necessary investments in innovation due to the potential poor return on investment. The objective of this program activity is to encourage academia, industry and the public sector to research, develop and demonstrate innovative solutions to environmental challenges encountered in the natural resource sectors. This objective is achieved through the generation and dissemination of scientific knowledge, and the development and demonstration of new technologies.

*Responsible Natural Resource Management*

Greater knowledge of risks and environmentally-responsible practices could help to prevent and reduce the environmental impacts of natural resource development. The objectives of the program activity are to enable government departments, regulatory bodies and industry to assess these impacts to the environment and develop, monitor and maintain resources or clean-up wastes responsibly. These objectives are achieved through the provision of assessments and knowledge rooted in sound science, and waste management efforts in collaboration with provinces, federal agencies and municipalities.

*Clean energy*

The program activity includes the development and delivery of energy science and technology, policies, programs, legislation and regulations to mitigate air emissions and to reduce other environmental impacts associated with energy production and use. One of the major programs includes the suite of initiatives on clean energy announced under the banner of ecoENERGY, which is intended to increase production of low impact renewable energy; encourage and assist Canadians to improve their energy use in all of the major end-use sectors; and to accelerate the development and market readiness of technology solutions to reduce environmental impacts associated with the production and use of energy.

*Ecosystem risk management*

The program activity includes programs that help to understand the risks to our environment and the protection of critical resources such as groundwater. A major initiative is the Federal Response to the Mountain Pine Beetle (MPB) Infestation which aims to mitigate the spread of the MPB that threatens Canada's boreal forest.

### **Strategic Outcome**

*Canadians have information to manage their lands and natural resources, and are protected from related risks.*

### **Program Activity Descriptions**

#### *Protection for Canadians and Natural Resources*

Natural resource development and military activities, and changes in the environment pose risks to human, natural resource and infrastructure health. Without the appropriate coordination and knowledge on the management of these risks, the impacts would be severe. The objective of this program activity is to enable other government departments, communities and the private sector to manage these risks to human, natural resource and infrastructure. This objective is achieved by providing regulation and knowledge, fulfilling legislated and regulatory responsibilities, and ensuring capacity.

#### *Landmass Information*

NRCan provides clearly-defined legal boundaries, a robust property system framework, authoritative geographic infrastructure and fundamental geospatial information on Canada's landmass. Without these frameworks, negative impact will result to the Canadian economy, environment and standard of living. This program activity delivers Canada's regulatory system for Canada Lands legal surveys, the fundamental geodetic reference system, earth observation and mapping information. Together, these support the Canadian public, other departments and levels of government, the private sector and academia to carry out a variety of decisions founded on location-based information, such as land transactions, commercial/ industrial development, transportation and logistics. This fundamental information enables, effective management of Canada's natural resources and lands including opportunities for collaboration across jurisdictions (i.e. cross-border planning, regulatory efficiency), which advances the interests of Canada's natural resources sectors, both domestically and at the international level.

#### *Natural Resource and Landmass Knowledge and Systems*

This program activity carries out the Minister's obligation to provide a property rights infrastructure on all lands for which the department has this responsibility, along with the provision and access to accurate and precise geographic information on the Canadian landmass. This program activity also provides relevant accurate, timely and accessible knowledge with a view to increasing collaborative efforts with other jurisdictions in key areas (i.e. regulatory efficiency) to generate improved approaches to shared issues and lead significant benefits to advance the interests of the natural resources sector both domestically and at the international level.

#### *Adapting to a changing climate and hazard risk management*

The program activity provides geoscience and geospatial information that contributes to the reduction of risks from natural hazards, such as earthquakes, tsunamis and flood, as well as hazards arising from human activities, and works with front-line responders to provide geographical information in the event of an emergency. The program activity also provides information that will help Canadians mitigate and adapt to the effects of a changing climate.

#### *Geomatics Canada Revolving Fund*

The Geomatics Canada Revolving Fund was established under Appropriation Act No. 3 in 1993-94. The fund allows Geomatics Canada to shift the costs from taxpayers at large to specific users who benefit directly from the goods and services provided. This revenue retention mechanism gives Geomatics Canada the ability to recover full costs from Canadian customers and the freedom to charge market prices for international clients. It presents the opportunity to provide an increasing volume of products and services in response to the needs of Canadian clients as well as supporting the Canadian geomatics industry through the knowledge and expertise necessary to be competitive in the international market. As part of the Revolving Fund, NRCan produces accurate aeronautical charts and publications for NavCanada as an essential contribution to the safety and security of the traveling public and Canadians.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Be the top worldwide nuclear products and services company. Protect the health and safety of the public, our employees and the environment. Minimize nuclear legacy obligations for future generations.*

**Program Activity Descriptions***Commercial Business*

The sale on a fully commercial basis of nuclear products and services. Commercial business activities leverage the investment in research and development on a full cost recovery basis and generates profits, which are returned to the corporation. Commercial profits assist in funding primarily the Nuclear Platform including the national research laboratories at Chalk River and also development of new reactor technologies including the next-generation Advanced CANDU Reactor. The various commercial business lines and related services/products provide innovative cost effective business solutions to customers. These sales primarily to nuclear generating facilities are required to optimize the production of a secure and safe energy supply worldwide. Nuclear energy is an essential component of the solution for clean air and climate change improvements worldwide.

*Facilities and Nuclear Operations*

This program activity supports the operations of Atomic Energy of Canada Limited (AECL) and requires major facilities such as reactors, experimental loops, hot cells and waste management plants.

*Research and Development*

Research and Development undertaken to maintain and enhance Canada's scientific and technological expertise in support of the production of environmentally friendly and cost effective CANDU nuclear generated electricity as well as other important peaceful applications of nuclear technologies in areas such as medicine. In particular it involves the maintenance of the intellectual property that has been developed over a period of sixty years covering basic knowledge of: materials, reactor physics, chemistry, critical components, radiation, and the environment; that could have an impact on the safety, licensing and design basis of CANDU technology.

*Waste Management and Decommissioning*

Decommissioning and waste management programs will need to be delivered at AECL sites over at least the next 70 to 100 years. Liabilities at AECL sites have arisen from a wide variety of sources, including wartime activities, wastes received from universities, medical facilities, government and industry from across Canada, and a variety of R&D programs carried out in support of Canada's nuclear power program. Activities provide for maintaining and surveillance of nuclear waste, decontamination and dismantling of surplus facilities as well as environmental restoration projects. Operational management of the facilities that have been turned over to decommissioning are also within this scope.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Natural Resources**

*Atomic Energy of Canada Limited*

**Natural Resources**  
*Canadian Nuclear  
Safety Commission*

**Strategic Outcome**

*Safe and secure nuclear installations and processes used solely for peaceful purposes and public confidence in the nuclear regulatory regime's effectiveness.*

**Program Activity Descriptions**

*Compliance Program*

The Compliance program is in place to ensure that CNSC licensees exhibit a high level of compliance with the CNSC's regulatory framework. This program enables the CNSC to provide regulatory assurance to Canadians of the continuing compliance and safety performance of licensees.

This program activity's funding is used for the promotion of compliance, safety culture and common safety values, compliance audits, inspections, and enforcement actions.

*Regulatory Framework Program*

The Regulatory Framework program is in place to ensure that Canadians in general, and licensees in particular, have a clear and pragmatic regulatory framework for the nuclear industry in Canada.

Funds are used to develop and make amendments to the *Nuclear and Safety Control Act*, regulations under the Act, regulatory and guidance documents, the Safeguards Agreement and Additional Protocol between Canada and the International Atomic Energy Agency, and Canada's bilateral Nuclear Cooperation Agreements to provide the basis for regulating the nuclear industry in order to protect the health, safety, security of Canadians and the environment, and to implement Canada's international commitments on the peaceful use of nuclear energy.

The CNSC also administers the *Nuclear Liability Act* and, as a Responsible Authority under the *Canadian Environmental Assessment Act*, carries out environmental assessments for nuclear projects in accordance with this legislation.

*Licensing and Certification Program*

The Licensing and Certification program is in place to issue licences or certify persons, organizations, or prescribed equipment for conducting nuclear-related activities in Canada.

With this program activity's funding, the CNSC obtains evidence of the applicant licensees' ability to operate safely and comply with all regulatory requirements, including nuclear safeguards and non-proliferation.

The CNSC undertakes this work to obtain assurance that nuclear activities and facilities in Canada are conducted with adequate provision for protection of health, safety, security of Canadians and the environment, and the implementation of Canada's international commitments on the peaceful use of nuclear energy.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Pipelines, power lines, energy development and energy trade are regulated in the Canadian public interest.*

**Program Activity Descriptions***Energy Regulation Program*

This program activity enables Canadian energy infrastructure to be appropriately developed and managed throughout its lifecycle. This program also allows for the appropriate exploration and development of oil and gas in frontier and offshore areas. The authority for this program is derived from the *National Energy Board Act*, the *Canada Oil and Gas Operations Act*, the *Canada Petroleum Resources Act*, the Canada Labour Code and other associated regulations and guidelines. As an independent regulatory tribunal, the NEB examines and makes decisions on public interest considerations related to safety and security, environmental protection, economic efficiency and the rights and interests of those affected by NEB-regulated facilities. Energy regulation provides Canadians with safe, reliable and efficient energy supply.

*Energy Information Program*

Under this program activity, the supply, demand, production, development, transmission and trade of energy are analyzed to ensure the requirements of Canadians are appropriately met. Advice is provided on energy issues of interest to Parliament. The Board uses energy information to inform its regulatory decisions and to produce publicly-available assessments of energy trends, events and issues which may affect Canadian energy markets and the supply and demand for energy. The authority for this program is derived from the *National Energy Board Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*The planning and construction of the Canadian portion of the Alaska Highway Gas Pipeline project is efficient and expeditious while ensuring environmental protection and social and economic benefits for Canadians.*

**Program Activity Descriptions***Oversee the planning and construction of the Canadian portion of the Alaska Highway Gas Pipeline*

Regulate the planning and construction of the Canadian portion of the Alaska Highway Gas Pipeline.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Natural Resources**

*National Energy Board*

**Natural Resources**

*Northern Pipeline Agency*

**Parliament**  
*The Senate*

**Strategic Outcome**

*To enable the Senate to carry out its constitutional role and to administer the affairs of the Senate*

**Program Activity Descriptions**

*Senators and their Offices*

Provides Senators with the statutory services set out in the *Parliament of Canada Act* and the *Members of Parliament Retiring Allowances Act*. Operating costs of Senators' offices are provided in accordance with established policies and guidelines. Costs included under these two categories are: Senators' sessional indemnities and allowances as well as contributions to the Senators' pension plan; retiring allowances; travel and communication expenses; Senators' research and office expenses, including staff costs and the cost of goods and services incurred for the operations of Senators' offices; and Caucus research funds.

*Administrative Support*

Provide the on-going support services required for the effective, efficient and economical delivery of operating programs outlined under the other three program activities of the Senate. Administrative Support provides accommodation and other facilities and tools, information, goods and services, and expert advice on all aspects of operations. Costs included in this program activity are: financial services and materiel management; human resources; protective services; communications and information services; information technology management; accommodation planning, maintenance and upkeep of premises; postal, messenger and printing services; and repairs, trades and transportation services.

*Committees and Associations*

Provide the support and services Senators require for their work in the Senate Chamber; standing, special and joint committees; and parliamentary associations. This includes procedural, legislative, and information products such as Speaker's rulings, legislative drafting, official publications and broadcasting; and administrative services such as budgets and logistics for meetings. Costs included under this program activity are: salaries for additional duties of the Officers of the Senate; staff costs of operating the offices of Officers of the Senate; salaries of the Clerk's and Legislative Secretaries; journals, reporting of debates and publications; committees, parliamentary associations and exchanges; broadcasting; and Senate Pages.

*Chamber Operations*

Provide the support and services Senators require for their work in the Senate Chamber, which includes debate and approval of legislation, presentation of petitions, discussion of Committee reports and ceremonial events. These functions are carried out in accordance with the Rules of the Senate, parliamentary procedure and precedents and the Speaker's rulings. Costs included under this program activity are: salaries for additional duties of the Officers of the Senate; staff costs and the costs of operating the offices of Officers of the Senate; salaries and other operating expenses of the Clerk of the Senate, Deputy Clerk, Parliamentary Counsel and Usher of the Black Rod; journals, reporting of debates and publications service in both official languages; Senate Pages; and parliamentary exchanges.

**Strategic Outcome**

*Effective administrative and professional support for Members, both individually and collectively, in their roles as legislators and representatives of 308 constituencies, in the Chamber, in committee and in caucus.*

**Parliament**

*House of Commons*

**Program Activity Descriptions***Members and House Officers*

Members assume the roles of legislators and elected representatives of their constituency. In their constituencies, Members participate in events and activities and hold discussions with constituents about their concerns. In the Chamber, Members participate in debates and study and vote on legislation. Members sit on standing committees and special or joint committees, since the House of Commons delegates in-depth consideration of bills and the thorough scrutiny of the government's programs and policies to its committees. Members also participate in parliamentary associations and interparliamentary groups, and are members of delegations for parliamentary exchanges. Finally, in caucus, Members develop strategy, discuss policy and examine important issues with fellow party members, and direct the work of party research offices. Some Members also assume additional functions such as: the Speaker, Deputy Speaker, House Leaders and Chief Whips.

*House Administration*

House employees are responsible for providing services to Members elected during a Parliament. They also serve the House as an institution on a permanent basis by ensuring continuity from one Parliament to another, access to parliamentary records, and a stable infrastructure to support Members in the democratic process. Advice and support are provided in a wide variety of areas such as: procedural, legislative and legal services; information technology and management; building management; security; food services; finance; human resources; and workplace health and safety. The staff of the House of Commons strives to support the institution and the Members in their roles as legislators and representatives of 308 constituencies, in the Chamber, in committee and in caucus.

**Strategic Outcome**

*An Informed and Accessible Parliament.*

**Parliament**

*Library of Parliament*

**Program Activity Descriptions***Information Support for Parliament*

This Program Activity provides parliamentarians with information, documentation, research and analysis services to help them fulfill their roles as legislators and representatives and to support them in their efforts to make Parliament and information about Parliament accessible to the public.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Parliament**

*Office of the Conflict of Interest and Ethics Commissioner*

**Strategic Outcome**

*The public can feel confident that public office holders and MPs are meeting the requirements of the conflict of interest compliance measures.*

**Program Activity Descriptions**

*Administration of the Conflict of Interest Act and the Conflict of Interest Code for Members of the House of Commons*

The Commissioner provides confidential advice to Public Office Holders (POHs) and MPs about how to comply with the *Conflict of Interest Act* and the MP's Code respectively. She is also mandated to provide confidential advice to the Prime Minister about conflict of interest and ethics issues. The Commissioner may conduct an inquiry into whether a MP has contravened the Code or a present or former POH has breached the Act. This program activity benefits Canadians by minimizing the possibility of conflicts arising between the private interests and public duties of POHs and MPs and provides for the resolution of those conflicts in the public interest should they arise.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Parliament**

*Senate Ethics Officer*

**Strategic Outcome**

*Senators meet their obligations under the Conflict of Interest Code in a manner that contributes to the integrity of the Senate as an institution.*

**Program Activity Descriptions**

*Administration*

The mandate of the Senate Ethics Officer is to administer and interpret the Code for Senators that sets out standards of conduct for Members of the Senate. The primary functions of the Senate Ethics Officer are:

- to provide confidential opinions and advice on any matter respecting Senators' obligations under the Code;
- to review confidential annual disclosure statements (listing sources of income, assets, liabilities, government contracts, financial and other interests), advise Senators on possible conflicts and compliance measures, and prepare public disclosure summaries;
- to conduct inquiries and investigations, if necessary, regarding compliance with the Code.

**Privy Council**

*Department*

**Strategic Outcome**

*The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.*

**Program Activity Descriptions**

*Prime Minister and portfolio ministers' support and advice*

The Privy Council Office (PCO) supports the Prime Minister in carrying out his unique responsibilities as Head of Government. PCO provides professional and non-partisan advice to the Prime Minister on policies, democratic reform, intergovernmental affairs, legislation and parliamentary issues facing the Government, appointments and machinery of government issues. PCO, as appropriate, consults with stakeholders, conducts research and performs a challenge function. PCO also supports the ministers in the Prime Minister's portfolio. PMO and the offices of the portfolio ministers have budgets to carry out their operations.



*Cabinet and Cabinet committees' advice and support*

To ensure the smooth functioning of Cabinet decision making, PCO provides policy advice and secretariat support to the Cabinet and Cabinet committees, preparing briefing materials and distributing agendas and Cabinet documents. It facilitates integration across the federal community in support of the implementation of the Government's agenda by departments and agencies. PCO engages in consultation with departments and agencies, provides a challenge function during the policy development process and researches issues. PCO also ensures that proposals take into account issues related to implementation, communications, parliamentary affairs and federal-provincial-territorial relations.

*Public service leadership and direction*

PCO sets strategic direction for the Public Service to foster a high-performing and accountable Public Service that has the talent, leadership capacity, and management frameworks to provide advice on and implement the Government's agenda. It also plays a key role in the management development and succession planning for senior leaders in the Public Service.

*Commissions of inquiry*

The Commissions of inquiry have budgets to carry out their operations. Additionally, PCO provides financial and administrative support as well as a broad range of expertise to assist commissions of inquiry in fulfilling their mandates.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.*

**Program Activity Descriptions***Conference Services*

Provisioning of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level of federal-provincial-territorial and provincial-territorial conferences.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Risks to the safety of the transportation system are reduced.*

**Program Activity Descriptions***Air Investigations*

The Air Investigations Program Activity conducts independent investigations into selected air transportation occurrences in or over Canada, and in certain circumstances internationally, to identify causes and contributing factors. This program also publishes investigation reports, formulates recommendations to improve safety, communicates safety information, undertakes outreach activities to advocate for changes, and follows up on responses to recommendations. The Air Investigations Program Activity also fulfills Canada's obligations related to transportation safety as required by the International Civil Aviation Organization. This program is governed by the *Canadian Transportation Accident Investigation and Safety Board Act*, the *Transportation Safety Board Regulations*, and the Annex 13 of the *Convention on International Civil Aviation*

**Privy Council**

*Canadian  
Intergovernmental  
Conference Secretariat*

**Privy Council**

*Canadian  
Transportation  
Accident Investigation  
and Safety Board*

*Rail Investigations*

The Rail Investigations Program Activity conducts independent investigations into selected rail transportation occurrences to identify causes and contributing factors. This program also publishes investigation reports, formulates recommendations to improve safety, communicates safety information, undertakes outreach activities to advocate for change, and follows up on responses to recommendations. The Rail Investigations Program Activity also provides assistance, upon request, to the provinces and territories for the investigation of short-line railway occurrences under provincial or territorial jurisdiction. This program is governed by the *Canadian Transportation Accident Investigation and Safety Board Act* and the Transportation Safety Board Regulations.

*Marine Investigations*

The Marine Investigations Program Activity conducts independent investigations into selected marine transportation occurrences in Canada, and in certain circumstances internationally to identify causes and contributing factors. This program also publishes investigation reports, formulates recommendations to improve safety, communicates safety information, undertakes outreach activities to advocate for change, and follows up on responses to recommendations. The Marine Investigations Program Activity also fulfills some of Canada's obligations related to transportation safety as required by the International Maritime Organization. This program is governed by the *Canadian Transportation Accident Investigation and Safety Board Act*, the Transportation Safety Board Regulations, and the Casualty Investigation Code of the International Maritime Organization.

*Pipeline Investigations*

The Pipeline Investigations Program Activity conducts independent investigations into selected pipeline occurrences under federal jurisdiction within Canada to identify causes and contributing factors. This program also publishes investigation reports, formulates recommendations to improve safety, communicates safety information, undertakes outreach activities to advocate for change, and follows up on responses to recommendations. This program is governed by the *Canadian Transportation Accident Investigation and Safety Board Act* and the Transportation Safety Board Regulations.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Privy Council**

*Chief Electoral Officer*

**Strategic Outcome**

*An Accessible Electoral Framework that Canadians trust and use.*

**Program Activity Descriptions**

*Regulation of Electoral Activities*

This program activity provides Canadians with an electoral process that is fair, transparent and in compliance with the *Canada Elections Act*. Within this program activity, Elections Canada is responsible for administering the political financing provisions of the Act. This includes monitoring compliance, disclosure and reporting of financial activities, and enforcing electoral legislation.

*Electoral Operations*

This program activity allows Elections Canada to deliver fair and efficient electoral events whenever they may be required so that Canadians are able to exercise their democratic right to vote during a federal general election, by-election or referendum by providing an accessible and constantly improved electoral process responsive to the needs of electors.

*Electoral Engagement*

This program activity promotes and sustains the Canadian electoral process. It provides Canadians with electoral education and information programs so that they can make informed decisions about their engagement in the electoral process. It also aims to improve the electoral framework by consulting and sharing electoral practices with other stakeholders.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Rights guaranteed by the Official Languages Act are protected and linguistic duality is promoted as a fundamental value of Canadian society.*

**Program Activity Descriptions***Linguistic Duality Promotion*

Through this program activity, Canadians gain a better understanding of the core value of linguistic duality. Official language communities benefit from the increased understanding and openness of institutions and the general population. The Office of the Commissioner of Official Languages (OCOL) works with Parliamentarians, federal institutions and other organizations subject to the *Official Languages Act*, official language communities and the Canadian public in promoting linguistic duality. OCOL builds links between federal institutions, official language communities and the different levels of government to help them better understand the needs of official language communities, the importance of bilingualism and the value of respecting Canada's linguistic duality. To fulfill its promotion role, OCOL conducts research, studies and public awareness activities as well as intervenes with senior federal officials so that they instill a change in culture to fully integrate linguistic duality in their organizations.

*Linguistic Rights Protection*

Through this program activity, Canadians have a mechanism for recourse when they feel their language rights have been violated. Federal institutions and other organizations subject to the Act have an increased awareness of their obligations. The Office of the Commissioner of Official Languages investigates complaints filed by citizens who believe their language rights have not been respected, evaluates compliance with the *Official Languages Act* by federal institutions and other organizations subject to the Act through performance measurements and audits, and intervenes proactively to prevent non-compliance with the Act. As well, the Office may intervene before the courts in cases that deal with non-compliance to the *Official Languages Act*.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Privy Council**

*Office of the  
Commissioner of  
Official Languages*

**Privy Council**

*Public Appointments  
Commission  
Secretariat*

**Strategic Outcome**

*To ensure fair and competency-based processes are in place for the recruitment and selection of qualified individuals for Governor-in-Council appointments across agencies, boards, commissions and Crown Corporations.*

**Program Activity Descriptions**

*Oversight of the Governor-in-Council appointments*

This covers the activities relating to and including support to develop and establish a code of practice for appointments by the Governor in Council and ministers to agencies, boards, commissions and Crown corporations; oversee, review and report on the selection process for appointments and reappointments by the Governor in Council to agencies, boards, commissions and Crown corporations, and to ensure that every such process is widely made public and conducted in a fair, open and transparent manner and that the appointments are based on merit; evaluate and approve the selection processes proposed by ministers to fill vacancies and determine reappointments within their portfolios, monitor and review those processes and ensure that they are implemented as approved; audit appointment policies and practices in order to determine whether the code of practice is being observed; report publicly on compliance with the code of practice; and provide public education and training of public servants involved in appointments and reappointments processes regarding the code of practice.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Privy Council**

*Security Intelligence  
Review Committee*

**Strategic Outcome**

*The Canadian Security Intelligence Service (CSIS) carries out its mandate to investigate and report on threats to national security in a manner that respects the rule of law and the rights of Canadians.*

**Program Activity Descriptions**

*Reviews*

Conduct reviews of CSIS's duties and functions to examine questions of appropriateness, adequacy and effectiveness and ensure that CSIS is acting lawfully. Develop research plans to identify reviews to be conducted throughout the year. Through a comprehensive and multifaceted program of research, examine various aspects of CSIS's operations and activities to prepare a retrospective analysis for the Committee's approval. Each review assesses CSIS's performance and may include findings and non-binding recommendations. These reviews are submitted to the Director of CSIS, the Inspector General, CSIS and in special circumstances, the Minister of Public Safety. A declassified summary is included in the Security Intelligence Review Committee's Annual Report. The objective is to provide Parliament and Canadians with "snapshots" of past CSIS operations which over time, provide a comprehensive picture of CSIS's performance.

*Complaints*

Receive and inquire into complaints about CSIS brought by individuals or groups, as an independent, quasi-judicial administrative tribunal. Complaints may concern an “act or thing” done by CSIS; denials of security clearances; referrals from the Canadian Human Rights Commission; Minister’s reports with respect to the *Citizenship Act*; and complaints concerning an act or thing done by CSIS in relation to Transport Canada’s Passenger Protect Program and Marine Transportation Security Clearance Program. After accepting jurisdiction, the Committee conducts pre-hearing conferences, presides over complaints hearings and prepares complaints reports which include findings and non-binding recommendations. These reports are submitted to the Minister of Public Safety, the Director of CSIS and a vetted version is provided to the complainant. A declassified summary is included in the Security Intelligence Review Committee’s Annual Report. The Committee’s decisions are intended to provide a fair and timely resolution of complaints and are subject to judicial review by the Federal Court of Canada.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*A safe and resilient Canada.*

**Program Activity Descriptions***Countering Crime*

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 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 by 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.

*Emergency Management*

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 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 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.

**Public Safety  
and Emergency  
Preparedness  
Department**

#### *National Security*

The National Security Program at Public Safety Canada exists to ensure 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. The National Security Program undertakes to coordinate 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. This advice complements the advice from Portfolio agencies that have operational expertise in such areas as intelligence collection and analysis, investigations or border control. The National Security 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. 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.

#### *Border Strategies*

The Border Strategies Program at Public Safety Canada 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.

#### **Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

#### **Program Activity Descriptions**

##### *Internal Services*

See introductory text.

**Strategic Outcome**

*International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks.*

**Program Activity Descriptions***Admissibility Determination*

Through the Admissibility Determination program activity, the CBSA develops, maintains and administers the policies, regulations, procedures and partnerships that enable border services officers to intercept people and goods that are inadmissible to Canada and to process legitimate people and goods seeking entry into Canada within established service standards. In addition, the Agency develops, maintains and administers the policies, regulations, procedures and partnerships to control the export of goods from Canada.

In the traveller stream, border services officers question people upon arrival to determine if they and their personal goods meet the requirements of applicable legislation and regulations to enter Canada. Border services officers will then make a decision to grant entry or refer a person for further processing (e.g. payment of duties and taxes, issuance of a document), and/or for a physical examination.

In the commercial stream, carriers and importers are required to provide information to the CBSA at or prior to arrival in Canada. Border services officers review the status of pre-arrival decisions and/or the provided accompanying documentation to determine whether the goods meet the requirements of applicable legislation and regulations to enter Canada. Based on this determination, a border services officer may refer the goods for further processing, examination and/or scientific/engineering analysis. Upon further examination goods may be seized or penalties imposed.

With some exceptions, all goods being exported from Canada must be reported "in writing" to the CBSA.

*Immigration Enforcement*

The Immigration Enforcement Program determines whether foreign nationals and permanent residents who are or may be inadmissible to Canada are identified and investigated, detained, monitored and/or removed from Canada.

Foreign nationals and permanent residents of Canada believed to be inadmissible are investigated and may have a report written against them by a CBSA inland enforcement officer. Depending on the type of inadmissibility, the merits of the report are reviewed by either a Minister's Delegate or an independent decision maker at the Immigration and Refugee Board of Canada (IRB) where a CBSA hearings officer represents the Minister of Public Safety. Subsequent to this review, a removal order may be issued against the foreign national or permanent resident in question. Removal orders issued against refugee claimants are conditional and do not come into force until the claim is abandoned, withdrawn or denied by the IRB.

*Risk Assessment Program*

The Risk Assessment program activity "pushes the border out" by seeking to identify high-risk people, goods and conveyances as early as possible in the travel and trade continuum to prevent inadmissible people and goods from entering Canada. This benefits the traveling public and the trade community by enabling the Agency to focus its examination and interdiction activities on high-risk people and goods; thereby facilitating the entry of low-risk travelers and goods. The Agency uses automated risk assessment systems and intelligence to identify potential risks to the security and safety of people and goods.

*Revenue and Trade Management*

The Revenue and Trade Management Program ensures that duties and taxes owed to the Government of Canada are collected in compliance with Canadian trade and imports reporting requirements. For the purposes of this program description, "duties" means any duties or taxes levied or imposed on imported goods under certain Acts that the CBSA is responsible for administering. The Program administers international and regional trade agreements and domestic legislation and regulations governing trade in commercial goods. Through its work on free trade negotiations, the Program helps to strengthen international rules related to trade and open new markets for Canadians.

**Public Safety  
and Emergency  
Preparedness**  
*Canada Border  
Services Agency*

#### *Secure and Trusted Partnerships*

Through the Secure and Trusted Partnerships program activity, the CBSA works closely with clients, other government departments and international border management partners to enhance trade chain and traveller security while providing pre-approved, low-risk travellers and traders with streamlined and efficient border processes. The CBSA develops and administers programs and cooperative agreements with its partners to ensure alignment with international standards (e.g. World Customs Organization SAFE Framework of Standards) and promote best practices in global border management. By increasing membership in trusted traveller and trader programs, the CBSA is able to improve its capacity to mitigate risk in advance and focus examination efforts on identifying travellers and traders of unknown or higher risk.

#### *Criminal Investigations*

Under the Criminal Investigations program activity, the CBSA protects the integrity of border-related legislation and contributes to public safety and Canada's economic security by investigating and pursuing the prosecution of travellers, importers, exporters and/or other persons who commit criminal offences in contravention of Canada's border-related legislation. CBSA investigators review potential border legislation violations and gather evidence using a variety of investigative techniques, including search warrants and production orders. These violations include criminal offences under the *Customs Act*, *Immigration and Refugee Protection Act*, various food/plant and animal legislation, and other border-related legislation. In conjunction with the Public Prosecution Service of Canada, the CBSA pursues the prosecution of individuals or business entities who violate Canada's border-related legislation.

#### *Recourse*

The Recourse program activity provides the business community and individuals with an accessible mechanism to seek an impartial review of service-related complaints, program decisions and enforcement actions taken by the CBSA. This program activity ensures that their decisions are fair, transparent and accurately reflect the Agency's policies and the Acts administered by the CBSA. Individuals can complete a written submission if they disagree with an enforcement action or a program decision made by the CBSA or wish to submit a complaint or compliment about services. Clients are provided with a timely acknowledgement of their correspondence, before CBSA officials conduct a thorough review, taking into consideration the legislation administered by the Agency, CBSA policies, the client's point of view and, where necessary, technical opinions from CBSA experts or legal advice from the Department of Justice. Individuals who are not satisfied with the CBSA's review can appeal to the appropriate court, tribunal or external review body. The Recourse Program also facilitates the review of external complaints of discrimination filed with the Canadian Human Rights Commission and assists the Department of Justice representing the Agency on appeals to the Federal Court, various tribunals and other external bodies.

#### **Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

#### **Program Activity Descriptions**

##### *Internal Services*

See introductory text.



**Strategic Outcome**

*Intelligence is used to protect the security and safety of Canada and its citizens.*

**Program Activity Descriptions***Intelligence Program*

This program includes the collection, processing and analysis of information and intelligence, respecting activities that may be suspected of constituting threats to the security of Canada and safety of Canadians and, in relation thereto, reporting and advising the Government of Canada. In accordance with *Canadian Security Intelligence Service Act*, s.16, in supporting the missions of National Defence and Foreign Affairs, this intelligence program also provides assistance to the Minister of National Defence and the Minister of Foreign Affairs, within Canada, in the collection of information or intelligence.

*Security Screening Program*

The Security Screening program is one of the main responsibilities of CSIS and among its most visible functions. The goals of the Security Screening program are to prevent non-Canadians who pose security concerns or risks from entering or receiving permanent residence in Canada and to prevent anyone of concern from gaining access to sensitive government assets, locations or information. Through its foreign offices in Canadian missions abroad, CSIS performs in-depth examinations of applicants and prospective immigrants whose backgrounds present security concerns. CSIS also provides security assessments on behalf of all federal government departments and agencies (except the Royal Canadian Mounted Police (RCMP) as part of the Government Security Policy (GSP). Security Assessments fall into the following program activities: Government Screening, Sensitive Sites Screening, Foreign Screening, Immigration and Citizenship Screening, and Refugee Screening.

**Strategic Outcome**

*The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.*

**Program Activity Descriptions***Custody*

This program activity ensures that offenders are provided with reasonable, safe, secure and human custody while serving their sentence. This program activity provides much of the day-to-day needs for offenders in custody including a wide range of activities that address health and safety issues as well as provide basics such as food, clothing, mental health services, and physical health care. It also includes security measures within institutions including drug interdiction, and appropriate control practices to prevent incidents.

*Correctional Interventions*

The Correctional Interventions program activity, which occurs in both institutions and communities, are necessary to help bring positive changes in behavior and to successfully reintegrate offenders. This program activity aims to address problems that are directly related to offenders' criminal behavior and that interfere with their ability to function as law-abiding members of society.

*Community Supervision*

The Community Supervision program activity ensures eligible offenders are safely reintegrated into communities through the provision of housing and health services, where required, as well as staff supervision for the duration of the offenders sentence. The expected results for this program activity are offenders who are reintegrated into the community as law-abiding citizens while maintaining a level of supervision, which contributes to public safety.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Public Safety  
and Emergency  
Preparedness**

*Canadian Security  
Intelligence Service*

**Public Safety  
and Emergency  
Preparedness**

*Correctional Service of  
Canada*

**Public Safety  
and Emergency  
Preparedness**  
*National Parole Board*

**Strategic Outcome**

*Conditional release and pardon decisions and decision processes that safeguard Canadian communities.*

**Program Activity Descriptions**

*Conditional Release Decisions*

This program activity aims to ensure public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program activity, National Parole Board (NPB) provides timely, accurate information for Board member decision-making and develops effective training and policies that are essential tools for the quality risk assessment and decision-making. Effectiveness is assessed through the monitoring of the outcomes for offenders released on parole.

*Conditional Release Openness and Accountability*

This program activity is designed to ensure that NPB operates in an open and accountable manner, consistent with the provisions of the *Corrections and Conditional Release Act*. Therefore this program activity consists of the provision of information for victims of crime; assistance for observers at hearings and those who seek access to the National Parole Board's decision registry; dissemination of public information; encouragement of citizen engagement; investigation of tragic incidents in the community; as well as performance monitoring and reporting on conditional release decision processes. Results for this program activity are assessed by monitoring the timeliness of information shared and selected surveys of those who receive information and assistance from the National Parole Board.

*Pardon Decisions/Clemency Recommendations*

This program activity is designed to support rehabilitation and community reintegration by providing quality pardon decisions and clemency recommendations. In support of quality decisions and recommendations, NPB screens applications for eligibility and completeness, collects appropriate 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.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Public Safety  
and Emergency  
Preparedness**  
*Office of the  
Correctional  
Investigator*

**Strategic Outcome**

*The problems of offenders in the federal correctional system are identified and addressed in a timely and reasonable fashion.*

**Program Activity Descriptions**

*Ombudsman for federal offenders*

Through this program activity, the Office of the Correctional Investigator (OCI) conducts investigations of individual offender complaints regarding acts, omissions, decisions and recommendations of the Correctional Service of Canada (CSC). It also has a responsibility to review and make recommendations on CSC's policies and procedures associated with the areas of individual complaints, to ensure that systemic areas of complaint are identified and appropriately addressed, and to review all Section 19 investigations performed by CSC following the death of or serious injury to an inmate.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Criminal activity affecting Canadians is reduced.*

**Program Activity Descriptions***Police Operations*

Under the authority of the *RCMP Act*, this Program Activity provides Canadians with policing services at the federal, provincial and municipal levels and within Aboriginal communities. This program contributes to safe homes and communities by providing general law enforcement activities in addition to education and awareness activities delivered by employees of the RCMP to the public, businesses and other agencies/organizations within Canada. The RCMP's education and awareness activities, for example information sessions on financial crime, national security, drugs and organized crime, are aimed at reducing victimization of Canadians. Additionally, this program ensures the protection of designated persons and security at major events which in turn mitigates any potential threats to Canada's population. The program also delivers a high level of technical and operational support to ensure that the RCMP reaches its overarching goal of reducing criminal activity which affects Canadians.

*Canadian Law Enforcement Services*

This Program Activity provides the Canadian Law Enforcement community with the necessary scientific, technical, investigative and educational support to deliver proactive, intelligence based policing and law enforcement services to their respective communities and partners. Additionally, this program provides educational opportunities to members of the Canadian Law Enforcement community to enable them to develop their skills thus increasing their effectiveness in contributing to a safer Canada. This program is necessary to ensure that Canadian law enforcement communities have access to the required tools, systems, technologies (i.e. forensic support and expertise, criminal intelligence and firearms registry and databases, etc) and education which in turn will contribute to the reduction of criminal activity affecting Canadians.

**Strategic Outcome**

*Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally.*

**Program Activity Descriptions***International Operations*

This Program Activity furthers Canada's global peace agenda through cooperation and support of the international law enforcement community, thereby ensuring that both Canadians and the global community are safer. This program is necessary as it addresses the transnational scope of terrorist criminal activity and other criminal activity through building relationships with international policing partners, participating in the INTERPOL global information sharing network and conducting extra-territorial criminal investigations. Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and by providing support to nations at risk in building their law enforcement capacity. Through this international cooperation and collaboration, this program contributes directly to a more secure world and Canada.

*Canadian Police Culture and Heritage*

This Program Activity promotes Canada, the RCMP, its communities and partners by delivering its ceremonial services to all Canadians as well as the international community. Ceremonial Support activities are delivered by the Musical Ride who tour Canada and abroad four to six months each year showcasing Canada's proud heritage and culture. This Program responds to both domestic and international requests for historical information about the RCMP. Additionally, the RCMP supports and develops government partners by providing RCMP members in Ceremonial dress at Special events (ex. Olympics, Expos, Summits) both domestically and internationally. Through the activities of this program, the RCMP contributes to Canada's vibrant culture and heritage.

**Public Safety  
and Emergency  
Preparedness**

*Royal Canadian  
Mounted Police*

**Strategic Outcome**

*Incomes are secure for RCMP members and their survivors affected by disability or death.*

**Program Activity Descriptions**

*Statutory Payments*

This Program ensures that RCMP employees and their families are provided income security in the event of disability or death. This program is necessary to ensure that an appropriate level of support is afforded to those who are affected by circumstances beyond their control and as a result of their employment with the RCMP. The activities within this program are regulated by statutory payments, for example, the *RCMP Pension Continuation Act* payments.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Public Safety  
and Emergency  
Preparedness**

*Royal Canadian  
Mounted Police  
External Review  
Committee*

**Strategic Outcome**

*Independent, impartial and thorough analysis, findings and recommendations for transparency in Royal Canadian Mounted Police (RCMP) grievances and appeals.*

**Program Activity Descriptions**

*Independent and impartial case review*

The Royal Canadian Mounted Police External Review Committee (ERC) conducts an independent review of appeals in disciplinary, and discharge and demotion matters, as well as certain categories of grievances that are referred to it by the Commissioner of the RCMP pursuant to s. 33 of the *RCMP Act* and s. 36 of the *RCMP Regulations*. The ERC ensures that the principles of administrative and labour law are respected and that the remedial approach indicated by the *Act* is followed. The ERC issues reports of its findings and recommendations in each case to the Commissioner of the RCMP and to the parties. Access to the ERC's reports is made available to all stakeholders (including the parties, RCMP adjudicators, supervisors, members' representatives, staff relations representatives, and labour and employment experts in other jurisdictions) by means of its website, publications and presentations.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Public Safety  
and Emergency  
Preparedness**

*Royal Canadian  
Mounted Police  
Public Complaints  
Commission*

**Strategic Outcome**

*RCMP members are held publicly accountable for their conduct in the performance of their duties.*

**Program Activity Descriptions**

*Civilian review of RCMP members' conduct in the performance of their duties*

The Commission conducts reviews of complaints received from the public about the conduct of RCMP members in the performance of their duties. When complainants are not satisfied with the RCMP's handling of their complaints, they can request a review of their case by the Commission. In reviewing these complaints, the Commission may conduct hearings and investigations, and reports on its findings and makes recommendations to the RCMP Commissioner and Minister of Public Safety.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.*

**Program Activity Descriptions***Accommodation and Real Property Assets Management*

PWGSC provides federal departments and agencies with safe, healthy and affordable office and common use accommodation that support the effective delivery of their programs and services. The department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with responsive and cost-effective real property services.

*Acquisitions*

This program activity shows PWGSC as the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements. The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to Canadians and the federal government.

*Receiver General for Canada*

This program activity manages the operations of the federal treasury and maintains the Accounts of Canada. It provides federal departments with an optional financial management system, bill payments services and document imaging.

*Linguistic Management and Services*

This program activity shows the Translation Bureau as the manager of the government's terminology and linguistic authority mandated with the development, standardization and distribution of Terminology. It also ensures that there is a sustainable, qualified and secure supply of linguistic resources available to support any linguistic requirements of the government and to support Canada's economic and social agenda. The Translation Bureau is the sole internal linguistic services provider offering federal organizations a broad base of linguistic solutions such as translation, interpretation and terminology. The program is mandated under the *Translation Bureau Act*.

*Specialized Programs and Services*

This program activity provides federal organizations with high quality, timely and accessible specialized services and programs to federal institutions in support of sound, prudent and ethical management and operations.

*Federal Pay and Pension Administration*

This program activity provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

*Information Technology Infrastructure Service*

This program activity provides leadership in supporting government-wide Information Technology (IT) initiatives. It works closely with client federal organizations to understand and respond to their IT requirements, while delivering secure IT services and solutions. It includes the brokering, developing and/or managing of products and services for distributed computing environments, data centres, telecommunications and IT security.

**Public Works and  
Government Services  
Department**

*Procurement Ombudsman*

This program activity, operating at an arms length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from potential suppliers with respect to awards of contracts for goods and services below certain thresholds, and complaints concerning the administration of contracts; and ensures the provision of an alternative dispute resolution program for contracts. This activity helps to promote fairness and transparency of the procurement process.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Public Works and  
Government Services**  
*Old Port of Montreal  
Corporation Inc.*

**Strategic Outcome**

*An urban park dedicated to recreational, tourist and cultural activities that safeguard and promote the Old Port of Montreal's cultural heritage while facilitating public access to the waterfront.*

**Program Activity Descriptions**

*Management of the Old Port of Montreal as an urban park, a tourist destination offering recreational and cultural activities*

The Old Port of Montreal Corporation Inc. (OPMC) is mandated to promote and develop the lands of the Old Port of Montreal in accordance with the approved Master Development Plan. The Plan is, among other things, to ensure free pedestrian access to the site, public sector control on its development and development of the historical, maritime and port character of the site. The OPMC administers, manages, and maintains the property at the Old Port site on behalf of Her Majesty.

**Public Works and  
Government Services**  
*Shared Services  
Canada*

**Strategic Outcome**

*Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians.*

**Program Activity Descriptions**

*Efficient and effective information technology infrastructure services are delivered across Government of Canada*

Enterprise-wide consolidation in the areas of email, data centres and telecommunications improves the overall efficiency, reliability and security of Information Technology infrastructure.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome***An Efficient Transportation System.***Transport***Department***Program Activity Descriptions***Gateways and Corridors*

Canada is a trading nation, and the efficiency and reliability of this trade impacts directly on the nation's prosperity and well being. As a result, it is imperative that the federal government play a role in the development of an integrated transportation network linking importers and exporters to markets and suppliers in the increasingly complex global value chains. Guided by the National Policy Framework for Strategic Gateways and Corridors, the Gateways and Corridors Program aims at supporting Canada's international commerce by creating more efficient, reliable and seamless trade-related transport systems in Canada. The Program: sets strategies and frameworks for improving and integrating transportation networks in key regions; fosters partnerships between all levels of government and the private sector; supports and oversees projects that contribute to the increased capacity and efficiency of gateway and corridor infrastructure; develops and puts in place measures that remove impediments to the effective development of gateways and corridors; and markets the use of gateways and corridors.

*Transportation Infrastructure*

The Transportation Infrastructure Program looks after transportation infrastructure under Transport Canada's mandate to improve efficiency and provide service. The Program: acts as the steward of certain commercial transportation assets operated by third parties on behalf of the federal government (airport authorities, port authorities, federal bridges, VIA Rail, Seaway, Marine Atlantic); provides funding for Canada's strategic transportation infrastructure, targeted to support federal objectives; develops transportation infrastructure policy in consultation with stakeholders; supports essential services in certain communities; manages legacy commitments; and divests assets and contracts out operations, where needed.

*Transportation Innovation*

In support of the Advantage Canada framework to promote skills development, create health, environment, societal and economic benefits for Canadians, the Transportation Technology and Innovation directorate's mission is to build better linkages between science and policy, support technology development that is aligned with policy issues of significance to the department, and to serve as a focal point in the delivery of a coordinated and integrated transportation innovation agenda. The Program: sets policy and strategic direction for research and development (R&D); develops, designs, negotiates, and manages research programs for breakthrough technologies, including Intelligent Transportation System; advances the development and dissemination of scientific knowledge and the application of technology; partners and collaborates with other federal departments, provinces and territories; and supports skills development for a highly qualified transportation workforce.

*Transportation Marketplace Frameworks*

The Transportation Marketplace Framework Program encourages transportation efficiency by fostering a competitive and viable transportation sector. The Program: sets regimes governing the economic behaviour of carriers in all modes of transportation; sets the rules of governance for all the transportation infrastructure providers falling under federal authority; monitors the transportation system, represents the interests of Canada in international transportation fora and other international bodies, and; enables access to transportation for Canadians.

**Strategic Outcome**

*A Clean Transportation System.*

**Program Activity Descriptions**

*Environmental Stewardship of Transportation*

The Environmental Stewardship Program Activity fulfills Transport Canada's responsibilities in working towards an environmentally responsible national transportation system for Canadians by ensuring compliance with the department's environmental obligations in relation to Acts, Regulations, Policies and Guidelines. The Program: fulfills Transport Canada's responsibilities to implement a Departmental Sustainable Development Strategy under the *Federal Sustainable Development Act*; ensures that Transport Canada's lands and facilities are managed in an environmentally responsible manner in compliance with federal legislation and policies; provides functional support for environmental assessments, including for major resource projects; and manages contaminated sites.

*Clean Air from Transportation*

Transport Canada's Clean Air from Transportation Program Activity advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions for the health of Canadians and the environment for generations to come. The program: regulates air emissions from the transportation sector; and oversees TC clean air program obligations and commitments.

*Clean Water from Transportation*

The Clean Water from Transportation Program Activity protects the marine environment by reducing the pollution of water from transportation sources. This Program regulates and monitors the release and impact of discharges from marine vessels into the marine environment, regulates ballast water, and contributes to setting domestic and international rules that govern limits to liability of marine pollution incidents. This Program advances the federal government's clean water agenda in the transportation sector and complements other federal programs designed to protect the marine environment for the health of Canadians and the environment for generations to come. This Program also represents Canada in discussions to set international standards to prevent pollution from vessels operating in Canada's waters.

**Strategic Outcome**

*A Safe Transportation System.*

**Program Activity Descriptions**

*Aviation Safety*

The Aviation Safety Program Activity develops, administers and oversees the policies, regulations and standards necessary for the safe conduct of civil aviation within Canada's borders in a manner harmonized with the international aviation community. It also manages programs to support safety-related investments at regional/small airports, and provides air transport services to support Transport Canada and other government department operations.

*Marine Safety*

The Marine Safety Program Activity protects the life and health of Canadians by contributing to a safe and efficient marine transportation system. This program derives its authority from a number of Acts including the *Canada Shipping Act 2001*, the *Navigable Waters Protection Act*, the *Safe Containers Conventions Act*, the *Pilotage Act*, the *Coasting Trade Act* and the *Arctic Waters Pollution Prevention Act*, to develop and enforce a marine safety regulatory framework for the domestic and foreign vessels (non-pleasure craft and pleasure craft); enforce international conventions signed by Canada; and protect the public right to navigation on Canada's waterways.



*Rail Safety*

Under the authority of the *Railway Safety Act*, the Rail Safety Program Activity develops, implements and promotes safety policy, regulations, standards and research. The program provides oversight of the rail industry and promotes public safety at crossings and identifies the risks of trespassing. It also provides funds to improve safety at grade crossings.

*Road Safety*

Guided by the *Motor Vehicle Safety Act* and the *Motor Vehicle Transport Act*, the Road Safety Program Activity develops standards and regulations; provides oversight of the regulated industry; engages in public outreach in order to reduce the deaths, injuries and social costs caused by motor vehicle use; and improves public confidence in the safety of Canada's road transportation system.

*Transportation of Dangerous Goods*

Required by the *Transportation of Dangerous Goods Act*, 1992, the Transportation of Dangerous Goods (TDG) Program Activity, based on risk, develops safety standards and regulations, provides oversight and gives expert advice (e.g. Canadian Transport Emergency Centre (CANUTEC)) on dangerous goods incidents to promote public safety in the transportation of dangerous goods by all modes of transport in Canada; identifies threats to public safety and enforces the Act and its regulations; guides emergency response and limits the impact of incidents involving the transportation of dangerous goods; and develops policies and conducts research to enhance safety.

**Strategic Outcome**

*A Secure Transportation System.*

**Program Activity Descriptions***Aviation Security*

The Aviation Security Program Activity develops, administers and oversees policies, programs, regulations and standards necessary for a secure Canadian aviation system in a manner harmonized with the international aviation community.

*Marine Security*

The Marine Security Program Activity, with partners, enforces the *Marine Transportation Security Act* to protect Canada and Canadians in a way that respects Canadian values. It safeguards the integrity and security; and preserves the efficiency of Canada's Marine Transportation System against unlawful interference, terrorist attacks or from being used as a means to attack our allies.

*Surface and Intermodal Security*

Guided by the *Railway Safety Act*, the *International Bridges and Tunnels Act*, the *Transportation of Dangerous Goods Act* and the federal government's transportation security mandate, the Surface and Intermodal Security Program Activity enhances the security of surface and intermodal transportation – such as rail and urban transit and international bridges and tunnels. Working with partners to protect Canada and Canadians in a way that respects Canadian values and preserves the efficiency of the transportation system, the program provides federal leadership; and develops and enforces regulatory and voluntary frameworks (regulations, codes of practice, memoranda of understanding).

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Transport**  
*Canada Post Corporation*

**Strategic Outcome**

*Provision of parliamentary mailing privileges, services to the blind and declining transitional funding for the Canada Post Corporation pension plan.*

**Program Activity Descriptions**

*Concessionary Governmental Services*

Payment associated with services provided at rates free of postage by the Corporation in support of government policy programs: Government Free Mail and Materials for the use of the Blind.

**Transport**  
*Canadian Air Transport Security Authority*

**Strategic Outcome**

*Screening programs at designated Canadian airports protect the travelling public.*

**Program Activity Descriptions**

*Pre-Boarding Screening*

Pre-Board Screening (PBS) is the most public and visible of CATSA's mandate. At airport checkpoints across the country, security screening of passengers and their belongings are conducted by CATSA's Screening Officers. Passengers are screened before they enter the secure area of an airport terminal. Screening Officers use a variety of screening technologies and procedures to examine passengers and their belongings, making sure that they are not carrying potentially dangerous items, such as firearms, incendiary devices and explosives. No objects or materials that are on Transport Canada's Prohibited Items List are allowed on board an aircraft to eliminate the possibility that they could be used to cause harm. Investments in new leading-edge technology and training of the Screening Officer workforce, combined with continuously improving operational procedures, ensure that CATSA's PBS remains compatible with its international partners in aviation security.

*Hold Baggage Screening*

In addition to screening passengers and their carry-on baggage, Screening Officers use specialized equipment to screen passengers' checked baggage (or hold baggage) to prevent the boarding of items such as explosives that could cause a potential threat to air transportation, adding a vital layer of security protecting the travelling public. CATSA purchases and integrates the equipment into the airport's baggage handling system, oversees equipment operation and maintenance, and manages Screening Officer training on the detection equipment. CATSA also conducts ongoing testing and evaluation of new equipment and technologies, and performance measuring and monitoring of its HBS processes and systems.

*Non-Passenger Screening*

As per direction from Transport Canada, CATSA's Screening Officers conduct, on a random basis, screening of individuals accessing restricted areas at Class I and II airports, providing an additional layer of security. Non-passengers include flight and cabin crews, airline customer service personnel, caterers, maintenance personnel, baggage handlers, vendors and concession and other airport service staff.

*Restricted Area Identity Card*

The Restricted Area Identity Card (RAIC) Program is the world's first dual biometric (iris and fingerprint) airport identification program for non-passengers accessing restricted areas of air terminal buildings. The identity cards include a built-in computer chip with a microprocessor and memory to store biometric data of fingerprint and iris templates. The RAIC Program includes the cards, fingerprint and iris readers installed in airport terminals and a network infrastructure linking airports to a secure central database. Fully operational since January 31, 2007, the RAIC Program covers Class I and II airports and has the ability to interface with the airports' access control systems.

*Securing critical elements of the Canadian air transportation system*

The Canadian Air Transport Security Authority (CATSA) is a parent Crown corporation that provides effective and efficient screening of persons who access aircraft or restricted areas, the property in their possession or control, and the belongings or baggage that they give to an air carrier for transport.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Transparent, fair and timely dispute resolution and economic regulation of the national transportation system.*

**Program Activity Descriptions**

*Economic Regulation*

The Agency helps to protect the interests of users, service providers and others affected by the federal transportation system through economic regulation of air, rail and marine transportation. It regulates air transportation and helps to protect the interests of the travelling public, shippers and Canadian air carriers by enforcing the *Canada Transportation Act* and related regulations, administering a licensing system, helping to negotiate bilateral agreements, and ensuring that terms and conditions of carriage are consistent with Canadian legislation. It develops regulations, codes of practice, standards, and educational and outreach programs to ensure that undue obstacles to the mobility of persons with disabilities are removed from the federal transportation system. It regulates the national rail system by issuing certificates of fitness allowing carriers to operate, approving rail line construction and overseeing the discontinuance of service, and it is involved in economic duties, such as the determination of interswitching rates and revenue caps for the movement of Western grain. It acts mainly as an economic regulator in marine transportation by administering legislation governing shipping conferences and allowing the use of foreign ships for coasting trade only when Canadian vessels are not available.

*Adjudication and Alternative Dispute Resolution*

The Agency helps to protect the interests of users, service providers and others affected by the national transportation system through access to a specialized dispute resolution system of formal and informal processes for rail, air and marine transportation matters within the national transportation system. Where possible, the Agency encourages the resolution of disputes through informal processes such as facilitation, mediation, and arbitration. As a quasi-judicial tribunal, the Agency also has the authority to issue decisions and orders on matters within its jurisdiction of federally-regulated modes of transportation through formal adjudication. It resolves disputes between the travelling public, shippers and Canadian air carriers over terms and conditions of air carriage and new or revised air navigational charges imposed by NAV Canada; disputes between travellers and transportation providers over undue obstacles to the mobility of persons with disabilities within the federally regulated transportation system; disputes between railway companies, shippers, municipalities, road authorities, and landowners over rail infrastructure matters and level of service; and disputes between vessel operators and port and pilotage authorities over charges for pilotage or fees fixed by port authorities.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Transport**

*Canadian*

*Transportation Agency*

**Transport**

*Marine Atlantic Inc.*

**Strategic Outcome**

*A safe, reliable, efficient, affordable and environmentally responsible ferry service between the Island of Newfoundland and the Province of Nova Scotia.*

**Program Activity Descriptions**

*Ferry Services*

Marine Atlantic Inc. is a parent Crown Corporation that fulfills Canada's constitutional obligation to Newfoundland and Labrador (NL) to provide a year-round ferry service between North Sydney, Nova Scotia and Port aux Basques, NL. It also operates a non-constitutional seasonal service between North Sydney and Argentia, NL.

**Transport**

*Office of Infrastructure of Canada*

**Strategic Outcome**

*Provinces, territories and municipalities have federal financial support for their infrastructure priorities.*

**Program Activity Descriptions**

*Gas Tax Fund*

This program activity provides municipalities with predictable long-term funding, enabling local decision-making in the building and rehabilitation of core public infrastructure. The federal government entered into Gas Tax Fund Agreements with provinces, territories, the Association of Municipalities of Ontario, the Union of British Columbia Municipalities and the City of Toronto. These agreements establish an accountability framework allowing the Government of Canada to flow Gas Tax Fund money twice a year to signatories which in turn, flow funds to municipalities based on an agreed-upon allocation formula. For their part, municipalities decide which projects to prioritize within established investment categories. Projects focus on environmental objectives, including cleaner air, cleaner water and reduced greenhouse gas emissions, and increasing communities' long-term planning capacities.

Municipalities can pool, bank and borrow against this funding, providing significant additional financial flexibility. Eligible recipients are required to report annually on their use of funds and their compliance to terms and conditions of the Gas Tax Fund Agreements.

*Provincial-Territorial Infrastructure Base Fund*

This program activity provides \$175 million in base funding to each province and territory for core infrastructure priorities. In addition, over \$26 million in per capita funding under the Building Canada Fund for the three territories is managed under this fund. The Provincial-Territorial Infrastructure Base Fund was designed to help restore fiscal balance while enhancing Canada's public infrastructure system. It also supports economic competitiveness and productivity, and promotes cleaner air, water and land, and stronger and healthier communities. While payments are made to provinces and territories, ultimate recipients can also include local and regional governments or private sector bodies. In order for federal funding to flow, provinces and territories submit a list of infrastructure initiatives through a capital plan which must be accepted by the Minister of Transport, Infrastructure and Communities. Payments are made in advance and cost-sharing provisions apply to a capital plan as a whole, and not individual initiatives. Provinces and territories may pool, bank, or cash-manage these funds to give them flexibility in implementation.

### **Strategic Outcome**

*Funding for quality, cost-effective public infrastructure that meets the needs of Canadians in a competitive economy, a cleaner environment and liveable communities is provided.*

### **Program Activity Descriptions**

#### *Building Canada Fund – Major Infrastructure Component*

This program activity targets larger infrastructure projects of national or regional significance. It increases overall investment in public infrastructure and contributes to broad federal objectives: economic growth, a cleaner environment and strong and prosperous communities. At least two-thirds of the funding is targeted to national priorities: water, wastewater, public transit, the core national highway system, and green energy. The Major Infrastructure Component has 13 additional eligible categories of investment, and priority projects are identified through discussions with provinces. By providing federal funding on a cost-shared basis, it leverages additional contributions from other partners to increase overall investment in infrastructure. Eligible recipients include provinces, local or regional governments and private sector bodies, including non-profit organizations. Projects must be supported by a business case and undergo a federal review against key program criteria.

#### *Canada Strategic Infrastructure Fund*

This program activity supports projects that sustain economic growth and enhance the quality of life of Canadians. Investments are made in cooperation with the provinces, territories, municipalities, and the private sector, and contribute to the construction, renewal and/or enhancement of public infrastructure. The Canada Strategic Infrastructure Fund leverages additional contributions from other partners by providing up to 50% funding for eligible projects.

#### *Building Canada Fund – Communities Component*

This program activity addresses the unique infrastructure pressures facing smaller communities with populations of less than 100,000. Projects costs are cost-shared with provincial, territorial and municipal government, with each order of government generally contributing 1/3 of the eligible costs. The fund supports the construction, renewal, and enhancement of basic infrastructure such as potable water, wastewater treatment, local roads, and other infrastructure needs of small communities.

#### *Municipal Rural Infrastructure Fund*

This program activity supports small-scale municipal infrastructure projects designed to promote and improve quality of life in both urban and rural communities. The program initially provided \$1 billion in federal funding and was augmented with an additional \$200 million in January 2007. At least 80% of funding under the fund has been dedicated to municipalities with a population of less than 250,000. For most projects, the MRIF provides up to one-third federal funding for eligible projects. Its long-term commitment to public infrastructure helps promote sustainable economic growth, innovation and healthy communities. Projects contribute to the construction, renewal and/or enhancement of public infrastructure to build capacity in partnership with recipients. It is delivered through a partnership with federal regional development agencies.

#### *Green Infrastructure Fund*

This program activity supports environmental infrastructure projects that promote cleaner air, reduced greenhouse gas emissions and cleaner water. Targeted investments in green infrastructure can contribute to improving the quality of the environment and a more sustainable economy over the longer term. There are five eligible categories of investment: wastewater infrastructure, green energy generation infrastructure, green energy transmission infrastructure, solid waste infrastructure, and carbon transmission and storage infrastructure. By providing up to 50% federal funding on a cost-shared basis, the fund leverages additional investments from other partners. Eligible recipients include provinces, territories, local or regional governments, public sector bodies, other eligible non-profit organizations and private sector companies, either alone or in partnership with a province, territory or a government body.

*Border Infrastructure Fund*

This program activity provides \$675 million of funding for investments in physical infrastructure, transportation system infrastructure and improved analytical capacity at the largest surface border crossings between Canada and the United States, as well as several other crossing points in Canada. Established in 2002, the fund provides up to 50% federal funding to support eligible projects at Canada’s border crossings. Transport Canada is the federal partner for this program.

*Economic Analysis and Research*

This program activity helps to ensure that Canada’s infrastructure investment priorities and activities include the building, connecting and sharing of applied knowledge and research on infrastructure issues, projects and programs. It targets key gaps in infrastructure knowledge and information, promotes the development of an enhanced evidence base for sound decision making at all levels of government, and contributes to improved measurement of the impacts of infrastructure policy and investment decisions. This program activity supports strategic research capacity and knowledge generation and applications at the national level, as well as cooperation with other levels of government in addressing their unique research and capacity-building needs. It leverages research resources and expertise across various levels of government and stakeholder groups to address the infrastructure challenges and proposed solutions for Canada’s economy, environment and community.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Transport**

*The Federal Bridge Corporation Limited*

**Strategic Outcome**

*Safe and efficient transit on the infrastructure maintained, operated and managed by The Federal Bridge Corporation Limited.*

**Program Activity Descriptions**

*Construction of a new low-level bridge in Cornwall, Ontario as well as related infrastructure improvements*

This program activity encompasses the construction of a new low-level bridge in Cornwall, to replace the deteriorating North Channel Span of the Seaway International Bridge, as well as related infrastructure improvements on Cornwall Island.

**Transport**

*The Jacques Cartier and Champlain Bridges Inc.*

**Strategic Outcome**

*Safe and efficient transit on the infrastructure maintained, operated and managed by the Jacques Cartier and Champlain Bridges Incorporated.*

**Program Activity Descriptions**

*Management of federal bridge, highway and tunnel infrastructure, and properties in the Montreal area*

This program activity encompasses the operation and maintenance of the Jacques Cartier and Champlain bridges, the federally-owned section of the Honoré-Mercier Bridge, a section of the Bonaventure Expressway, the Melocheville Tunnel, and the Champlain Bridge Ice Control Structure by carrying out regular and major maintenance work.

**Strategic Outcome**

*The Canadian transportation community is provided with the opportunity to have enforcement and licensing decisions of the Minister of Transport reviewed in a fair manner by unbiased hearing officers.*

**Program Activity Descriptions***Review and Appeal Hearings*

Provides for the operation of an independent Tribunal to respond to requests from the transportation community for review of enforcement and licensing decisions taken by the Minister of Transport under various transportation Acts; and to conduct hearings into such appeals. At the conclusion of a hearing, the Tribunal may confirm the Minister's decision, substitute its own decision, or refer the matter back to the Minister for reconsideration.

**Transport**

*Transportation Appeal  
Tribunal of Canada*

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*A national passenger rail transportation service that is safe, secure, efficient, reliable, and environmentally sustainable and that meets the needs of travellers in Canada.*

**Transport**

*VIA Rail Canada Inc.*

**Program Activity Descriptions***Operation of a national network of rail passenger services*

Provision of year-round services in the Quebec City-Windsor Corridor, transcontinental passenger services between Halifax and Montreal and between Toronto and Vancouver, and the regional and remote services in northern and outlying areas of the country.

**Strategic Outcome**

*Government is well managed and accountable, and resources are allocated to achieve results.*

**Treasury Board**

*Department*

**Program Activity Descriptions***Government-wide Funds and Public Service Employer Payments*

The Government-wide Funds and Public Service Employer Payments Program Activity (PA) accounts for funds that are held centrally to supplement other appropriations, from which payments and receipts are made on behalf of other federal organizations. These funds supplement the standard appropriations process and meet certain responsibilities of the Secretariat as the employer of the federal public service. The administration of these funds falls under the Expenditure Management and People Management program activities, but their financial resources are shown separately in the Program Activity Architecture (PAA) for visibility and reporting purposes.

#### *People Management*

The People Management Program Activity (PA) supports efforts across the federal public service to achieve strong leadership and a well managed workforce and workplace. These elements provide the foundation to drive employee engagement and a culture of excellence, leading to high quality policies, programs and services and a sustained and productive public service. In certain instances this program activity includes efforts that extend beyond the core public administration to separate employers and Crown corporations. This program activity undertakes direction-setting activities that include: developing and implementing people management related frameworks and policies; setting and monitoring departmental people management performance expectations; conducting research and analysis regarding the state of people management; and supporting the effective management of the leadership cadre. The program activity also provides public service-wide leadership on managing compensation which it shares with the Expenditure Management program activity and includes: collective bargaining and associated labour relations and establishing and maintaining the public service pension and benefits regime. The People Management program activity supports enabling infrastructure including the human resources functional community and the underlying business processes and systems, and is underpinned by legislation that includes: the *Financial Administration Act*; *Public Service Employment Act*; *Public Service Labour Relations Act*; *Public Servant Disclosure Protection Act*; *Official Languages Act*; and *Employment Equity Act*.

#### *Management Frameworks*

The Management Frameworks Program Activity (PA) establishes guiding principles and expectations for public sector management. It includes setting government-wide policy directions in targeted areas such as governance, regulatory management, the Management Accountability Framework (MAF), service, information management and technology. Working with all federal organizations, the Secretariat provides leadership, challenge, and a community enablement function in areas related to policy development, compliance, performance reporting, and functional community development. This work includes new and emerging issues and priorities related to the management of the Public Service, and promoting a cultural shift in how government deals with risk and innovation. In turn, this work informs the policies in the Expenditure, Financial, and People Management program activities. This program activity is underpinned by a broad set of enabling legislation, including the *Financial Administration Act (FAA)*.

#### *Expenditure Management*

The Expenditure Management Program Activity (PA) helps ensure alignment of resources to achieve government priorities in a way that maximizes value for money and provides a whole-of-government perspective on matters related to direct program spending. Working with all federal organizations that are subject to budget appropriation, this program activity undertakes the review, analysis, and challenge of plans and proposals involving departmental spending, expenditure forecasting and strategies, compensation management, and results-based management. This work, as well as the production of government Estimates documents and reporting to Parliament, is facilitated by the Expenditure Management Information System. This program activity forms part of the Expenditure Management System, the framework for the development and implementation of the Government's spending plans and priorities within the limits established by the Budget, which is implemented in coordination with the Department of Finance and the Privy Council Office. The primary piece of legislation underpinning the program's activities is the *Financial Administration Act (FAA)*.



*Financial Management*

The Financial Management Program Activity (PA) promotes good financial management practices across government to ensure financial activities are carried out effectively and efficiently. Working with all federal organizations, the Secretariat delivers on this role by: developing financial management, accounting, transfer payment and internal audit policies, directives and standards; assisting departments by providing leadership, policy advice and guidance; setting performance expectations and monitoring performance; capacity building and community development within the functional communities; planning horizontal audits and conducting audits of small departments and agencies; providing financial oversight and reporting; and advising central agencies and departments on financial authority issues associated with the *Financial Administration Act* (FAA) and *Appropriation Acts*, the primary pieces of legislation underpinning the Financial Management program activity.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Strategic Outcome**

*Public Servants have the Common Knowledge and the Leadership and Management Competencies they Require to Fulfill their Responsibilities in Serving Canadians.*

**Program Activity Descriptions***Foundational Learning*

Contribute to building a professional workforce by enabling public servants to perform in their current job and take on the challenges of the next job in a dynamic, bilingual environment through the provision of foundational learning activities. Developing and delivering training aligned with Public Service management priorities and which meets the requirements of the Policy on Learning, Training and Development and associated knowledge standards.

*Public Sector Management Innovation*

Enhance the performance and effectiveness of the public service by integrating individual development of public servants with organization-focussed solutions for learning, change management and management innovation. Documenting and disseminating innovations and best practices in public management, and providing public service organizations with services for advice and support for learning, change management and innovation in public sector management.

*Organizational Leadership Development*

Strengthening the public service and contributing to Public Service Renewal by building strong leadership competencies for existing and emerging leaders through the provision of leadership development activities such as targeted courses, programs, seminars, and events.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions***Internal Services*

See introductory text.

**Treasury Board**  
*Canada School of  
Public Service*

**Treasury Board**

*Office of the  
Commissioner of  
Lobbying*

**Strategic Outcome**

*Transparency and accountability in the lobbying of public office holders contribute to confidence in the integrity of government decision-making.*

**Program Activity Descriptions**

*Registration of Lobbyists*

Lobbying the federal government is a legitimate activity but it must be done transparently. The *Lobbying Act* requires that individuals who are paid to lobby public office holders must disclose certain details of their lobbying activities. The Office of the Commissioner of Lobbying approves lobbyists' registrations and makes them available for searching in an electronic registry that is accessible on the Internet.

*Reviews and Investigations under the Lobbying Act and the Lobbyists' Code of Conduct*

The Office validates information provided by registered lobbyists to ensure accuracy. Allegations of non-registration or misconduct by lobbyists are reviewed and formal investigations are carried out when required.

*Education and Research*

The Office develops and implements educational and research programs to foster awareness of the requirements of the *Lobbying Act* and the *Lobbyists' Code of Conduct*. The primary audiences for programs are lobbyists, their clients and public office holders.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Treasury Board**

*Public Sector Integrity  
Commission*

**Strategic Outcome**

*Wrongdoing in the federal public sector is resolved and public servants are protected against reprisal.*

**Program Activity Descriptions**

*Disclosure and Reprisal Management Program*

This program addresses the need to take action in bringing resolution to disclosures of wrongdoing and complaints of reprisal and contributes to increasing confidence in federal public institutions. It aims to provide advice to federal public sector employees and members of the public who are considering making a disclosure and to accept, investigate and report on disclosures of information concerning possible wrongdoing. Based on this activity, the Public Sector Integrity Commissioner will exercise exclusive jurisdiction over the review, conciliation and settlement of complaints of reprisal, including making applications to the Public Servants Disclosure Protection Tribunal to determine if reprisals have taken place and to order appropriate remedial and disciplinary action.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*Financial, physical and mental well being of eligible Veterans.*

**Veterans Affairs**

*Department*

**Program Activity Descriptions***Disability and Death Compensation*

This program supports eligible Veterans, Canadian Forces Veterans and members, survivors, spouses/common-law partners, dependents and civilians whose lives have been permanently affected as result of service to their country. In recognition of the effects of service-related disabilities or death, compensation is provided in the form of monthly disability pensions, lump sum disability awards and monthly allowances. The amount of benefit awarded is dependent on the severity of the disability and its impact on daily functioning. This activity is delivered through grants.

*Health Care Program and Re-establishment Services*

This program is designed to maintain or enhance the physical, mental and social well-being of eligible Veterans, Canadian Forces members, civilians, and their survivors and dependants and other individuals, promote independence, and assist in keeping them at home and in their own communities by providing a continuum of care. The program provides access to employment support, health benefits, home care and long-term care. The activity is delivered through operating funds and contributions.

*Financial Support Program*

This program provides income support to eligible Veterans, qualified civilians and their survivors. The intent of the support is to ensure that recipients have income which is adequate to meet their basic needs. In recognition of the effects of war time service in the case of War Service Veterans, income support may be paid in the form of a monthly War Veterans Allowance. The program also provides economic support to Canadian Forces Veterans, survivors, spouses/common-law partners and dependents for the economic impact that a career ending and/or service related injury or death can have on a Veteran's ability to earn income, advance in a career or save for retirement. Compensation is provided in the form of a monthly income support payment, a lump sum supplementary retirement benefit is available to those who are totally and permanently incapacitated. There is also an allowance available for those with severe and permanent impairments. This program is delivered through grants.

*Compensation and Financial Support*

Veterans Affairs provides, upon eligibility, pensions or awards for disability or death and financial support as compensation for hardships arising from disabilities and lost economic opportunities. Veterans Affairs has a comprehensive and integrated range of compensation and wellness programs to support its clients. These clients include: Veterans of the First World War, the Second World War, and the Korean War, Merchant Navy Veterans, Canadian Forces Veterans, Canadian Forces members, spouses, common-law partners, certain civilians, and survivors and dependants of military and civilian personnel. Veterans Affairs also administers disability pensions for the Royal Canadian Mounted Police under a Memorandum of Understanding. This Program Activity is delivered through operating and grants.

**Strategic Outcome**

*Veterans rights to services and benefits that address their needs are considered in an independent and impartial way.*

**Program Activity Descriptions**

*Veterans Ombudsman*

This program provides Veterans and other individuals (War Service Veterans, Veterans and serving members of the Canadian Forces (Regular and Reserve), members and former members of the Royal Canadian Mounted Police, spouses, common-law partners, survivors and primary caregivers, other eligible dependants and family members, other eligible individuals and representatives of the afore-mentioned groups) with the opportunity to request independent reviews of their complaints. It promotes fair and equitable treatment in accessing the services, benefits and programs from Veterans Affairs Canada. This is accomplished by: providing them with information and referrals to facilitate their access to programs and services; reviewing and addressing complaints arising from the Veterans Bill of Rights and decisions on benefits and services for which there is no right to appeal to the Veterans Review and Appeal Board; and researching and investigating emerging and existing systemic issues related to the provisions of the Department's programs and services and providing information and recommendations to the Minister in relation to those issues. This program is delivered through operating funds.

**Strategic Outcome**

*Canadians remember and demonstrate their recognition of all those who served in Canada's efforts during war, military conflict and peace.*

**Program Activity Descriptions**

*Canada Remembers Program*

Canadian Veterans and those who died in service have made valuable contributions to the development of Canada. Under the authority of P.C. Order 1965-688 this program ensures that Veterans and those who died in service are honoured and the memory of their sacrifices and achievements are preserved. Canada Remembers activities promote the following outcomes: Canadians are knowledgeable about their efforts; Veterans are publicly recognized for their service; communities and other groups lead remembrance activities; symbols erected to their memory are maintained in perpetuity; and, eligible Veterans receive dignified funerals and burials. Encouraging pride in our shared military history, celebrating the contributions and acknowledging the sacrifices of those who served, and preserving symbols to mark their courage all contribute to the Government of Canada's outcome of a vibrant Canadian culture and heritage. This program is delivered through grants, contributions and operating funds.

*National and International Memorial*

This activity is responsible for the delivery of funeral, burial and grave marking benefits, the preservation of memorials overseas and cemetery and grave maintenance, nationally and internationally. VAC also has an international presence in Europe. The administration of funeral, burial and grave marking benefits is carried out in partnership with Last Post Fund Corporation and the maintenance of war graves and Memorials throughout the world is delivered in partnership with the Commonwealth War Graves Commission. This activity is delivered through Grants and Operating.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.

**Strategic Outcome**

*An independent and fair appeal process for disability pension, award and allowance decisions made by Veterans Affairs Canada.*

**Program Activity Descriptions***Review and Appeal*

The Veterans Review and Appeal Board's program activity delivers the independent review and appeal process for disability pension and disability award decisions made by Veterans Affairs Canada. It provides two levels of appeal for Veterans, Canadian Forces members, Royal Canadian Mounted Police applicants, and their families who are dissatisfied with their disability pension and disability award decisions. The Board conducts hearings and issues written decisions. The Board's other key functions include hearing reviews and appeals of special award decisions made by Veterans Affairs Canada relating to attendance allowances, exceptional incapacity allowances and clothing allowances; hearing the final level of appeal for War Veterans Allowance decisions; and granting compassionate awards.

**Veterans Affairs**

*Veterans Review and Appeal Board*

**Strategic Outcome**

*The western Canadian economy is developed and diversified.*

**Program Activity Descriptions***Business Development*

This program activity works with western Canadian businesses, industry and research organizations to undertake initiatives to enhance business productivity and competitiveness, support trade and investment attraction and penetration of western Canadian technologies, services and value-added products into international markets. Value-added production will be strengthened through support for initiatives in priority sectors to introduce new products, technologies, or innovations to existing production and processes. Access to risk capital and business services for entrepreneurs and small business will also be improved through programs and services offered in conjunction with other business services organizations and associations.

*Innovation*

This program activity facilitates the West's transition to a knowledge-based economy. Through innovation, knowledge is translated into new products and services and to new ways of designing, producing or marketing existing products or services for public and private markets. This recognizes that innovation occurs at the firm level, through a highly complex interdependent system that includes elements such as knowledge infrastructure, basic and applied research and development, highly qualified personnel, access to adequate patient financing, technology commercialization facilities and support systems and mechanisms to link these elements to each other. The process of innovation is not linear or isolated but occurs within a broader context known as an "innovation system". This will strengthen the western innovation system in order to facilitate the development of clusters and to enhance the potential of innovation to create value and wealth.

*Community Economic Development*

This program activity involves economic development and diversification initiatives that support communities to sustain their economies and adjust to changing and challenging economic circumstances. It includes facilitating economic recovery from depressed economic circumstances. It ensures that economic, social and environmental considerations are taken into account in initiatives designed to foster community growth and economic development. It involves projects that assist communities to assess community strengths, weaknesses, opportunities, and potential for new economic activity and to develop and implement community plans. It also involves investments in community infrastructure, coordinated with provincial and municipal governments to maximize benefits. The process involves community-based consultations to ensure federal programs, services and horizontal initiatives serve the need of western Canadian communities.

**Western Economic  
Diversification  
Department**

*Policy, Advocacy and Coordination*

This program activity arises from the *Western Economic Diversification Act* (1988), which empowers the Minister to advance the interests of Western Canada in national economic policy, program and project development and implementation, through the establishment of cooperative relationships with the western provinces and other stakeholders, and through the initiation of policy research. Through this activity, Western Economic Diversification Canada advocates for Western Canada in national policy discussions, resulting in effective strategies, policies and programs to address the economic development needs and aspirations of western Canadians. It also includes leading federal and intergovernmental collaboration to pursue key opportunities for long-term growth and diversification in areas of federal or shared federal-provincial jurisdiction. Finally, it includes undertaking research and analysis required to inform policy and program decisions.

**Strategic Outcome**

*The following program activity supports all strategic outcomes within this organization.*

**Program Activity Descriptions**

*Internal Services*

See introductory text.