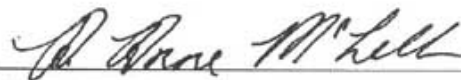


# Canada Firearms Centre

2004-2005

Departmental Performance Report



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A. Anne McLellan  
Deputy Prime Minister and  
Minister of Public Safety and Emergency Preparedness  
Canada



# Canada Firearms Centre

**2004-2005  
Estimates**

**Part III – Departmental Performance Report**

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A. Anne McLellan  
Deputy Prime Minister and  
Minister of Public Safety and Emergency Preparedness  
Canada

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## SECTION I – OVERVIEW

### 1.1 Minister's Message

I am pleased to present the Departmental Performance Report of the Canada Firearms Centre. This report deals with activities and achievements of the Canada Firearms Centre in the delivery of the Canadian Firearms Program during fiscal year 2004-2005.

In May 2004, the Government announced a comprehensive package of improvements to the Firearms Program based, in large part, on the results of a ministerial review undertaken earlier that year. Key initiatives included the elimination of fees for the registration and transfer of firearms, a renewed commitment to continue consultations with Aboriginal peoples about the delivery of the Firearms Program in their communities, and control of program costs by establishing an annual \$25 million cap on firearm registration activities beginning in 2005–2006. The announcement also included separate measures to enhance the capacity of law enforcement agencies to prevent and combat gun crime.



At the same time, the Government made a commitment that projected future funding requirements for the Canada Firearms Centre would be approximately \$85 million annually, starting in 2005-2006. The Canada Firearms Centre has made significant progress in reducing its costs. In fact, 2005-2006 Main Estimates tabled in February 2005 requested an ongoing funding base of \$82.3 million for the Centre, a reduction of approximately 59 percent from 2000-2001, and \$18 million less than approved spending for 2004-2005.

In 2004-2005, the Firearms Program issued over 100,000 firearms licences, both to new applicants and to individuals and businesses renewing licences that were about to expire. As well, more than 352,000 firearms were newly registered during the year, further strengthening the utility of the Canadian Firearms Information System.

There have been many challenges in implementing the Canadian Firearms Program. I am confident that these are being successfully addressed and the Program is delivering important public safety benefits to communities across Canada, and is doing so at a reasonable cost to Canadians.

A handwritten signature in black ink, reading "A. Anne McLellan". The signature is written in a cursive style and is positioned above a horizontal line.

A. Anne McLellan  
Deputy Prime Minister and  
Minister of Public Safety and Emergency Preparedness  
Canada

## 1.2 Message from the Commissioner of Firearms

The Canada Firearms Centre has made significant strides in making a meaningful contribution to public safety while continuing to improve service and reduce costs to taxpayers. For the second year in a row, the Canada Firearms Centre has operated within Main Estimates approved by Parliament without recourse to supplementary funding.

In 2004-2005, we achieved notable progress in our mission to enhance public safety. For example, a total of 2,807 firearms licences were refused or revoked by Chief Firearms Officers on public safety grounds. Since the implementation of the *Firearms Act* in December 1998, almost 14,000 individuals who wished to acquire or keep firearms but who represented a public safety risk were not allowed to do so legally, thereby reducing the risk of death, injury, crime and threat. The Canadian Firearms Registry On-Line was accessed 762,599 times, or more than 2,000 times a day, by police and other public safety officials to help them prevent or investigate firearms incidents. As of March 31, 2005, a total of 4,338 affidavits were produced by the Canadian Firearms Registry to support prosecutions of firearms crimes across Canada.



Many achievements to improve client service and increase the efficiency of our operations were realized during this reporting period. For example, we simplified the internal processing of applications to transfer firearms and for authorizations to transport restricted and prohibited firearms, we streamlined the licence renewal process, and we consolidated our processing and call centre operations in Miramichi, New Brunswick.

Furthermore, in December 2004, the Government announced that regulations supporting the *Firearms Act* had been amended. These amendments reflected many of the recommendations received during the ministerial review, and the earlier national and regional consultations carried out by the Canada Firearms Centre and Chief Firearms Officers. They are designed to further improve service delivery, increase cost efficiency and promote compliance while ensuring the Firearms Program continues to make its important contribution to public safety.

I am proud of the Program's achievements in 2004-2005. Our services, information and advice are making an increasing contribution to public safety and we are able to do so at significantly reduced cost. These achievements would not have been possible without the dedication and ongoing commitment of the employees of the Canada Firearms Centre, our partner agencies and stakeholders. I thank them all for their diligence and determination in delivering this important public safety program.

A handwritten signature in black ink, appearing to read 'William V. Baker'. The signature is fluid and cursive, written over a thin horizontal line.

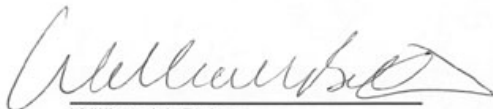
William V. Baker  
Commissioner of Firearms  
Canada Firearms Centre

### 1.3 Management Representation Statement

We submit for tabling in Parliament, the 2004-2005 Departmental Performance Report for the Canada Firearms Centre.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.



William V. Baker  
Commissioner of Firearms  
Canada Firearms Centre



John Brunet, CA  
Chief Financial Officer  
Canada Firearms Centre

## **1.4 Summary Information**

### **1.4.1 CAFC's *raison d'être***

#### **Mission**

The mission of the CAFC is to enhance public safety by helping reduce death, injury and threat from firearms through responsible ownership, use and storage of firearms, and by providing police and other organizations with expertise and information vital to the prevention and investigation of firearms crime and misuse in Canada and internationally.

#### **Values**

In pursuing its mission, the CAFC:

- Respects the lawful ownership and use of firearms in Canada and supports firearm users with quality service, fair treatment and protection of confidential information;
- Recognizes that the involvement of the provinces, other federal agencies, Aboriginal peoples, police organizations, firearm owners and users, safety instructors, verifiers, businesses, and public safety groups is essential for effective program delivery and achieving success;
- Commits to ongoing improvement and innovation in order to achieve the highest levels of service, compliance, efficiency, and overall effectiveness;
- Informs and engages its clients and stakeholders in reviewing and developing policy, regulations and legislation and in communicating critical information on program requirements and results;
- Manages its resources prudently to provide good value for money, and clear and accurate reporting of program performance and resource management; and
- Upholds the values and ethical standards of the Public Service of Canada and is committed to fair staffing, employee development and a work environment that encourages involvement and initiative.

#### **Overview of the Canadian Firearms Program**

The Firearms Program is a multi-departmental and multi-jurisdictional program for which the Canada Firearms Centre has lead responsibility. The CAFC funds its services and programs through operating expenditures and through contribution agreements.

The CAFC develops and maintains the Canadian Firearms Information System (CFIS), which is the central database of information on licence holders and firearms. It also administers the Chief Firearms Officer responsibilities in British Columbia, Alberta, Saskatchewan, Manitoba, Yukon, Northwest Territories, Nunavut, and Newfoundland and Labrador. The Canada Border Services Agency is responsible for administering Firearms Program elements at Canada's borders. The

Royal Canadian Mounted Police operates the Canadian Police Information Centre (CPIC), which interfaces with CFIS. The Department of International Trade Canada plays a role in handling import and export permits.

The provinces of Ontario, Quebec, New Brunswick, Prince Edward Island and Nova Scotia administer the Chief Firearms Officer responsibilities within their jurisdictions, under direction from their provincial governments, in a manner consistent with the *Firearms Act*. These provincial operations are funded by the Government of Canada through contribution agreements entered into with the CAFC.

The CAFC also works with Aboriginal and other community organizations to further the understanding of, and compliance with, program requirements; these efforts are sometimes funded through contribution agreements with the CAFC.

### **Strategic Results and Performance Framework**

CAFC's high-level framework of expected results and performance for the Firearms Program is founded upon:

- The Centre's long-term strategic outcome, as identified in the Centre's Program Activity Architecture (PAA) – "the risks to public safety from firearms in Canada and international communities are minimized". This is the overarching objective of the CAFC;
- CAFC's key directions or drivers that influence the selection of priorities and strategies at CAFC;
- The long-term benefits to Canadians, which are the results expected from the Firearms Program. The CAFC contributes directly and/or indirectly to these long-term results; and,
- High-level performance indicators that are the measures of the CAFC's performance over time.

The CAFC Strategic Results and Performance Framework is presented on the next page.



## CAFC Strategic Results and Performance Framework

STRATEGIC OUTCOME	
The risks to public safety from firearms in Canada and international communities are minimized.	
CAFC KEY DIRECTIONS / DRIVERS	
<ol style="list-style-type: none"> <li>1. Ensure that the public safety benefits of the Canadian Firearms Program are optimized.</li> <li>2. Support continued compliance with the law.</li> <li>3. Continue to engage the public, partners, and other communities of interest to further improve the Program.</li> <li>4. Further improve service delivery to clients.</li> <li>5. Increase efficiency of internal operations.</li> <li>6. Strengthen CAFC's implementation of the management accountability framework.</li> <li>7. Exemplify high quality, transparent reporting to Parliament and the public.</li> </ol>	
Activity - Maximize public safety benefits of the <i>Firearms Act</i> .	
Long-term Benefits / Expected Results	Performance Indicators
<ul style="list-style-type: none"> <li>• Reduced access to firearms by those who pose a threat to public safety.</li> <li>• Useful information for policing and law enforcement purposes.</li> <li>• Safe use and storage of firearms.</li> <li>• Efficient, client-centred services and streamlined processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which the Program has reduced access to firearms by those who should not have them.</li> <li>• Extent to which law enforcement agencies, and other public safety officials, use information provided by CAFC.</li> <li>• Extent to which Canadians use firearms safely.</li> <li>• Extent to which the Program is cost-effective and meets client service standards.</li> </ul>

### 1.4.2 Financial and Human Resources

#### Total Financial Resources (\$ millions)

Planned Spending	Total Authorities	Actual Spending
100.3	100.3	92.8

#### Total Human Resources

Planned	Actual	Difference
305 FTEs	325 FTEs	20 FTEs

### 1.4.3 Overall Departmental Performance: Progress on Priorities

In the Table below, CAFC reports on progress made towards the achievement of its priorities, as they were stated in the 2004-2005 *Report on Plans and Priorities*. Since those priorities were for the most part 'on-going', progress reflects work accomplished during 2004-2005 toward achieving the priorities and ultimately the strategic outcome for the CAFC. The status information (last column) represents the Centre's performance on advancing the work in 2004-2005.

<b>Strategic Outcome: The risks to public safety from firearms in Canada and international communities are minimized.</b>					
<b>2004-2005 Priorities</b>	<b>Type</b> (previous, ongoing, new)	<b>Planned Spending</b> (millions)	<b>Actual Spending</b> (millions)	<b>High Level Overview of Results for 2004-2005</b>	<b>Current Status</b> (not met; successfully met; exceeded expectations)
<b>Maximize Public Safety Benefits of the <i>Firearms Act</i></b>		<b>\$91.7</b>	<b>\$86.0</b>		
<b>Licensing of Firearm Owners/Businesses</b>					
<ul style="list-style-type: none"> <li>• Issuing licences, licence renewal (load-leveling), and strategies for enhanced compliance;</li> </ul>	Ongoing			CAFC completed 86% of licence applications within 45 days and successfully load-levelled over 700,000 licences to promote efficiencies in process.	Successfully met
<ul style="list-style-type: none"> <li>• Safety education/training – update and/or amend the safety courses material; and</li> </ul>	Ongoing/ New			A Firearms Safety Course Review Committee is mandated to review course manuals to align with modifications to <i>Firearms Act</i> and associated Regulations. Analysis and planning for coordination of the required changes have been completed. Distribution is scheduled for the fall of 2005.	Successfully met
<ul style="list-style-type: none"> <li>• Providing information to key stakeholders and the public, and outreach to communities, including Aboriginal communities.</li> </ul>	Ongoing			CAFC promotes communication to its client-base through direct mail-outs that inform clients of certain program activities. For example, a mail-out was provided on the legislative changes that impact certain clients directly. As well, pre-populated licence renewal forms are mailed to clients in order for them to maintain a valid firearms licence.	Successfully met

<p><b>Registration of Firearms – Domestic and Import</b></p> <ul style="list-style-type: none"> <li>• Ongoing registrations and rejuvenation of the Verifiers Network;</li> <li>• Establishing a firm foundation of the Program's information technology infrastructure; and</li> <li>• Contribute to international work in combating firearms crime.</li> </ul>	<p>Ongoing/ New</p> <p>Ongoing</p> <p>Ongoing</p>			<p>CAFC completed 89% of registration applications within 30 days and has simplified and streamlined the transfer process to promote efficiencies. As well, emphasis has been placed on communication to the Verifier's Network and recruitment of new resources to assist with this endeavour.</p> <p>Contract amendment with the service provider was signed in March 2005 for implementation of new technical infrastructure planned for December 2005.</p> <p>The CAFC supported the Cross-Border Crime Forum as co-chair of the Canada-U.S. Consultative Group on Firearms Trafficking. The Agency participated in U.N. negotiations on the development of a United Nations "International Instrument for Identification and Tracing Illicit Small Arms and Weapons". The CAFC also provided advice to other countries regarding their legislative or administrative firearms control initiatives.</p>	<p>Successfully met</p> <p>Partially met: The project is in the final phase of system development.</p> <p>Successfully met</p>
<p><b>Support of the Legal Justice System</b></p> <ul style="list-style-type: none"> <li>• Implement amended <i>Firearms Act</i> and amended regulations; and</li> <li>• Enhance law enforcement agencies' use of Firearms Program information.</li> </ul>	<p>New</p> <p>Ongoing</p>			<p>Legislative and regulatory certainty resulting from <i>Firearms Act</i> regulations made in 2004-2005 allowed for better planning and use of resources. The implementation of new processes and enhanced system functionality, to adhere to legislation, will improve program efficiency and client service.</p> <p>Communiqués and on-going meetings between CAFC and police agencies promoted the requirements of the Program and reinforced to the police community the availability of firearm-related information through a variety of channels.</p>	<p>Not met: The legislation and related amendments will come into force on April 10, 2005 (i.e. 2005-2006)</p> <p>Successfully met</p>

2004-2005 Priorities	Type (previous, ongoing, new)	Planned Spending (millions)	Actual Spending (millions)	High Level Overview of Results for 2004-2005	Current Status (not met; successfully met; exceeded expectations)
<b>Effective Management of the Program</b>		<b>\$8.6</b>	<b>\$6.8</b>		
Clients and stakeholders engagement/ consultations;	Ongoing/ new			Public consultation on <i>Bill C-10A</i> regulations and its amendments resulted in streamlining of internal processes and the elimination of fees for the registration and transfer of firearms.	Successfully met
Continuous improvement and innovation;	Ongoing			Continued implementation of CAFC's Continuous Improvement Plan associated with the decentralization of the Northwest region and creation of Chief Firearms Officer positions in the Western Provinces will result in strengthening CAFC's commitment to be more responsive to the needs of local stakeholders.	Partially met: full implementation of the CFO operations is scheduled for completion in the Fall of 2005.
Effective resource management and improving transparency and reporting; and	New			CAFC continues to meet its financial reporting requirements to Parliament, central agencies, and to the public through its DPRs, Reports on Plans and Priorities (RPP), and Public Accounts statements. CAFC was commended by the Receiver General on the quality of its first Public Accounts. Establishment of operational and funding options led to the creation of CAFC's funding base starting in 2005-2006 that is \$18 million less than the 2004-2005 base.	Successfully met
Human resource modernization and development of departmental infrastructure.	New			Progress was made in increasing CAFC human resource management capacity and in developing core HR policies and procedures. CAFC presented to TBS its Staffing Delegation and Accountability Agreement. Guidelines and directives were issued to staff such as term employment and grievance procedures. An HR champion was appointed by the Commissioner to help lead and coordinate HR modernization efforts.	Successfully met

## 1.5 Overall Departmental Performance

### 1.5.1 Operating Environment

During the 2004-2005 fiscal year, the CAFC's overall performance was affected by four key factors: the impact of public consultations and passage of regulations associated with *Bill C-10A*; a ministerial review and associated May 2004 announcement; a government-wide program review and expenditure reduction exercise; and the resolution of the CAFC's information management and technology infrastructure through renegotiation of contracted services.

The CAFC posted on its website the results of consultations with stakeholders and citizens about proposed regulatory amendments that were tabled in the Senate and House of Commons in June 2003 for Parliamentary Committee Review. The consultation results were instrumental in shaping *Firearms Act* regulations passed in 2004, which in turn provided certainty for the future Firearms Program operating environment with better planning and use of resources.

In early 2004, a ministerial review of the Firearms Program garnered the views of many Canadians, including representatives of Canadian police, firearm owners, victims' rights groups, businesses and public health officials. The views of stakeholders, whether as individuals or organizations, were sought through targeted outreach initiatives, committee forums, or research projects. In May 2004, the Government announced a comprehensive package of improvements to the Firearms Program based, in large part, on the results of the review. The announcement included control of program costs by establishing an annual \$25 million cap on firearm registration activities beginning in 2005–2006 and elimination of fees for the registration and transfer of firearms. As part of the announcement, the Government introduced separate measures, from those on the Firearms Program, that enhanced the capacity of law enforcement agencies to combat gun crime and smuggling.

In late Fall 2004, following a detailed review of various operational and funding options in support of the Government's program review and expenditure reduction exercise, CAFC received Cabinet and Treasury Board approval to establish ongoing reference levels of \$82.3 million beginning with fiscal year 2005-2006. This decision supported the expenditure reduction exercise and the Government's announcement of May 2004.

An internal review and re-structuring of operations in federal Chief Firearms Officer (CFO) jurisdictions was conducted to help maximize program effectiveness. Results of the review support strengthened service delivery and targeted outreach initiatives for clients and stakeholders. It was also determined that the appointment of a CFO in each of the Western provinces enhances service delivery both in those provinces and in the territories.

As part of the CAFC's commitment to ongoing improvement and innovation, a redefined technical informatics infrastructure arrangement that supports licensing and registration activities was approved by Treasury Board Ministers in February 2005. A contract amendment was signed in March 2005 with the service provider for the business system infrastructure that is scheduled to be implemented in December 2005. This new system will be consistent with government systems and security standards. The system will also ensure the highest levels of service, provide for efficiency in operations and achieve program compliance, while managing information and services in a cost-effective manner.

Clients accessing government services through the Internet expect effectiveness and efficiency in a safe information environment where their privacy is safeguarded. Up-to-date on-line program information and transactional services will be made available to Canadian businesses and individuals. Also, program partners such as Chief Firearms Officers (CFO) and law enforcement agencies will benefit from using a secure and reliable technical platform.

## SECTION II – ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME

This section presents the CAFC's performance during 2004-2005 in order to support the achievement of its Strategic Outcome: "The risks to public safety from firearms in Canada and international communities are minimized". TBS has given departments, in preparing their 2004-2005 DPR, the option to report their 2004-2005 results (program and financial) using the Program Activity Architecture (PAA) format developed by TBS. Consequently, in this report, the activities "Maximize the public safety benefits of the *Firearms Act*" and "Effective management of the Centre" replace the previous Planning, Reporting and Accountability Structure (PRAS) description of *Administration of the Firearms Program*.

This section also discusses the risks that may have affected the Centre's ability to deliver on results during that year, as well as the lessons that were learnt from such challenges.

### 2.1 Results Achieved in 2004-2005

#### Maximize Public Safety Benefits of the *Firearms Act*

CAFC's Strategic Outcome is supported by two activities, "Maximize public safety benefits of the *Firearms Act*" and "Effective management of the Centre". For the purpose of planning and reporting, and for consistency with Part II of Main Estimates, resources associated with the second Activity are incorporated with that of the first Activity.

<b>Crosswalk in Reporting Structure: PRAS to PAA</b>			
<b>Activity</b>	<b><i>Administration of the Firearms Program (PRAS)</i></b> <b>(\$ millions)</b>	<b><i>Maximize the public safety benefits of the Firearms Act (PAA)</i></b> <b>(\$ millions)</b>	<b>Total</b> <b>(\$ millions)</b>
Main Estimates	100.3	100.3	100.3
Planned Spending	100.3	100.3	100.3
<i>Total Authorities</i>	99.6*	99.6*	99.6*
Actual Spending	92.8	92.8	92.8

\* Total authorities reflect total available resources as per Public Accounts 2004-2005

CAFC's Strategic Outcome is aligned with results achieved outlined in the Government's annual report to Parliament on *Canada's Performance*. The CAFC contributes to Theme 3 - Society, Culture and Democracy, more specifically the Sub-Theme on "Safe Communities" through public safety initiatives of the Firearms Program that provide for responsible firearms ownership, use and storage, and by sharing relevant firearms information with police and other program partners to prevent or investigate firearms crime and misuse in Canada and internationally.

Results achieved in 2004-2005 that contribute to public safety are presented for each of CAFC's six Sub-Activities, as identified in the *2004-2005 Report on Plans and Priorities*.

Sub-Activity	Performance Indicators
Licensing	<p>Extent to which the Program has reduced access to firearms by those who should not have them</p> <p>Appropriate steps applied in licensing as it related to individuals and businesses, demonstrated by:</p> <ul style="list-style-type: none"> <li>• Current number of licence holders;</li> <li>• Number of licences issued, refused, and revoked; and</li> <li>• Number of licence applications requiring further investigation.</li> </ul> <p>Extent to which Canadians use firearms safely:</p> <ul style="list-style-type: none"> <li>• Safety training for individuals; and</li> <li>• Availability of safety courses as measured by: <ul style="list-style-type: none"> <li>○ Number of safety courses given in various locations; and</li> <li>○ Percentage of course participants who found the safety course useful in terms of increasing awareness of public safety.</li> </ul> </li> </ul>

***Extent to which the Program has reduced access to firearms by those who should not have them: Appropriate steps applied in licensing as it relates to individuals and businesses***

Licensing of an individual requires the conduct of a variety of background checks designed to keep firearms out of the hands of people who should not have them. Applicants are screened to detect potential risks to public safety based on their initial application. Continuous eligibility screening is conducted through the life of the licence to identify any public safety risks that may arise after the initial issuance of the licence.

Firearms businesses must be licensed and employees who handle firearms on behalf of a licensed business need a firearms licence as well. Periodic inspections ensure that businesses can account for all firearms in their inventory and are conducting business in a safe and lawful way.

The Firearms Program made continued progress in the area of licensing. As of March 31, 2005, there were 1,991,124 valid individual firearms licences. In 2004-2005, the Firearms Program issued 96,138 firearms licences to individuals and 4,257 licences to businesses, for both new and renewing applicants, for a total of 100,395 licences issued.

Over 80% of licences issued were for Possession & Acquisition Licences. Possession Only Licences, representing 12% of licences issued, were only available for renewal to individuals who originally applied by January 1, 2001 and continuously held a Possession Only Licence.

**Chart 1: Number of Licences Issued in 2004-2005 (by type of licence)**

Licence Type	Licences Issued
Possession & Acquisition Licence for Individuals	81,533
Possession Only Licence (Renewals)	12,051
Minors Licence	2,554
Business Licence	4,257
<b>TOTAL</b>	<b>100,395</b>



Firearms licences are monitored to ensure public safety is maintained. During 2004-2005, initial application screening led to the refusal of 423 firearms licence applications and continuous eligibility screening led to the revocation of 2,384 firearms licences on public safety grounds. As of March 31, 2005, the total number of refusals or revocations since January 2001 was 14,723.

**Chart 2: Number of Licence Refusals and Revocations for Individuals**

	2004-2005	To-date (as of March 31, 2005)
Refused:	423	5,983
Revoked:	2,384	8,740
Total:	2,807	14,723

**Chart 3: Number of Licence Refusals and Revocations (by year)**

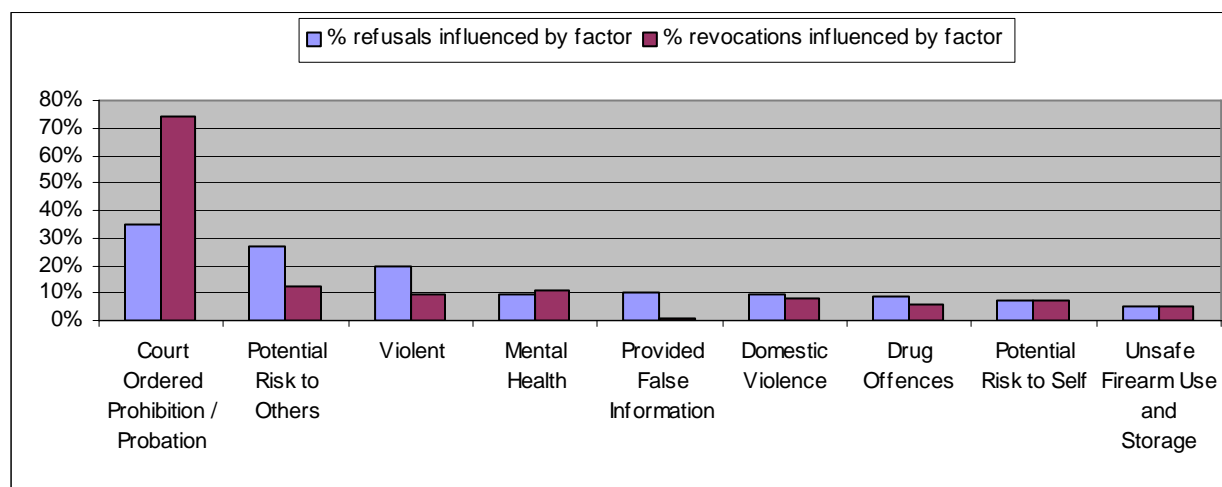
The number of refusals since 2001-2002 has significantly decreased as the years progress. This is due to the significantly higher volume of licence applications received during this period as compared to later years, because of the legislative deadline of January 1, 2001 to apply for an initial licence.

The reasons for the refusals and the revocations are presented in Chart 4, with the most frequent reason being court-ordered prohibition/probation.

	Refused	Revoked
2004-2005	423	2,384
2003-2004	875	2,494
2002-2003	1,437	1,688
2001-2002	2,121	798
2000-2001	820	652
1999-2000	303	617
1998-1999	4	107
Total	5,983	8,740

Note: FY 1998-1999 start date is December 1<sup>st</sup>, 1998 for collection of data.

**Chart 4: Reasons for Licence Refusals & Revocations (by order of highest frequency)**



Note: a refusal or revocation can be influenced by more than one reason.

***Extent to which the Program has reduced access to firearm by those who should not have them:  
Extent to which Canadians use firearms safely***

The Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course teach firearm users about safe handling, use, storage, display and transportation of firearms and ammunition. Course materials also remind individuals of their social responsibilities as firearm owners. To be eligible for a firearms licence to possess and acquire non-restricted firearms, individuals must first pass the test for the Canadian Firearms Safety Course. They must also pass the test for the Canadian Restricted Firearms Safety Course to possess and acquire restricted firearms.

In 2004-2005, a total of 39,921 individuals took the non-restricted or the restricted safety-training course. As of March 31, 2005 a total of 364,850 individuals had taken at least one of the courses.

Sub-Activity	Performance Indicators
Registration	<p>Extent to which the Program has reduced access to firearms by those who should not have them</p> <p>Appropriate steps applied in the registration process as it related to firearms, demonstrated by:</p> <ul style="list-style-type: none"> <li>• The number of new registrations, transfers, de-registrations (firearm destruction, deactivation, or exportation); and</li> <li>• Number of firearms verified</li> </ul>

***Extent to which the Program has reduced access to firearms by those who should not have them:  
Appropriate steps applied in the registration process as it related to firearms***

Registration contributes to public safety by providing links between firearms and their rightful owners, thereby enhancing owners' accountability for safe storage and use of the firearms. Registration further contributes to public safety by providing essential information to police and other public safety officials to assist them in prevention and investigative endeavours.

As of March 31, 2005 a total of 7,013,779 firearms was registered to individuals and businesses. In 2004-2005, the Firearms Program registered 352,001 firearms in the Canadian Firearms Information System database. A breakdown by class of firearm is presented in Chart 5.

**Chart 5: Firearms Newly Registered in 2004-2005 by Class of Firearm and Jurisdiction**

Jurisdiction	Non-Restricted	Prohibited	Restricted	Total
Newfoundland / Labrador	2,226	3	17	2,246
Nova Scotia	2,038	70	341	2,449
Prince Edward Island	291	6	20	317
New Brunswick	1,908	36	102	2,046
Quebec	52,325	2,478	4,477	59,280
Ontario	211,076	6,898	17,457	235,431
Manitoba	9,949	94	455	10,498
Saskatchewan	4,182	81	217	4,480
Alberta	16,603	252	1,331	18,186
British Columbia	12,090	324	1,569	13,983
Yukon	337	7	15	359
Northwest Territories	260	5	14	279
Nunavut	147	1	1	149
Other	2,232	9	57	2,298
<b>Total</b>	<b>315,664</b>	<b>10,264</b>	<b>26,073</b>	<b>352,001</b>

Continuous monitoring ensures that licensees may retain their eligibility to hold firearms licences and that registered firearms may remain the rightful property of their licensed owners. When eligibility monitoring reveals that a firearm should no longer remain in the hands of its owner, the Registrar is authorized to revoke the registration certificate. Police are also notified.

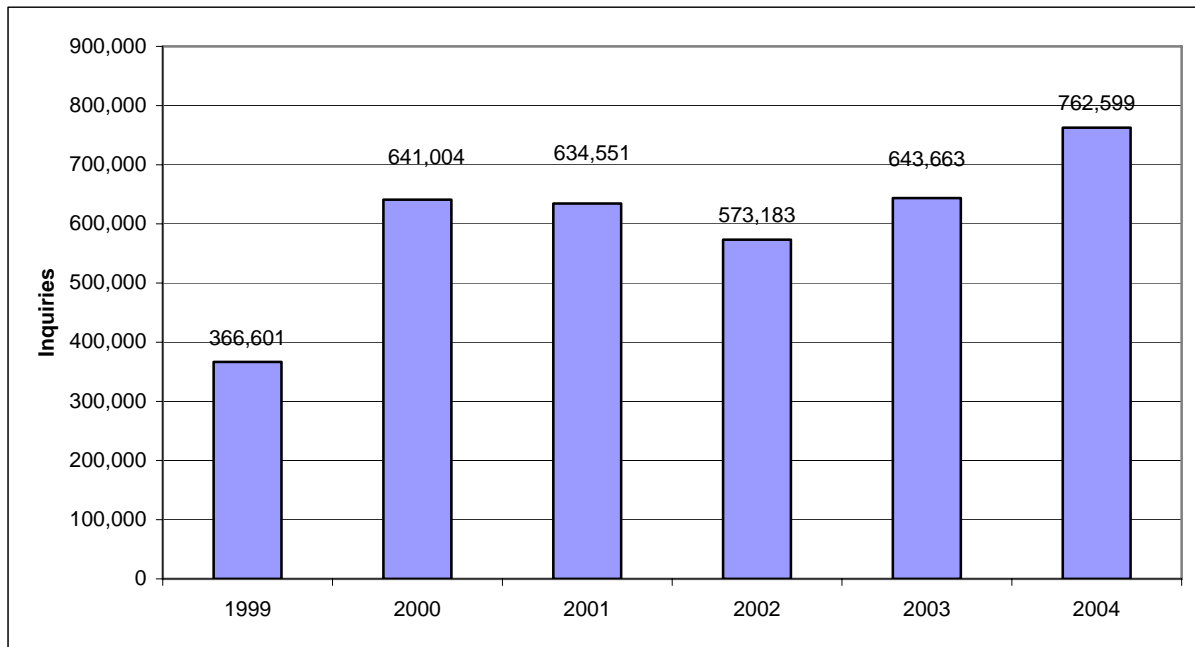
Sub-Activity	Performance Indicators
Justice System Support	<p>Extent to which law enforcement agencies, and other public safety officials, use information provided by CAFC, as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Calls to the 1-800 Police line;</li> <li>• Number of investigations and safety warrants undertaken using CAFC information;</li> <li>• Number of queries to Canadian Firearms Registry On-Line (CFRO);</li> <li>• Number of affidavits generated on an annual basis; and</li> <li>• Number of Customs intervention seizures that took place relating to illegal activity.</li> </ul>

***Extent to which law enforcement agencies, and other public safety officials, use information provided by CAFC***

Firearms Program information provided through the Canadian Firearms Registry On-Line (CFRO) assists police to develop strategies when responding to calls, or investigating crimes and the smuggling of illegal firearms. As of December 31, 2004<sup>1</sup>, police agencies had made more than 3.6 million enquiries to CFRO. The number of queries during 2004 was 762,599 which was over 100,000 more than in 2003, and increased the daily average from 1,700 per day to over 2000.

<sup>1</sup> CFRO / CPIC statistics are only available based on calendar year.

**Chart 6: Number of Canadian Firearms Registry On-line inquiries by Police agencies (1999-2004)**  
(Calendar year only - statistics from RCMP)

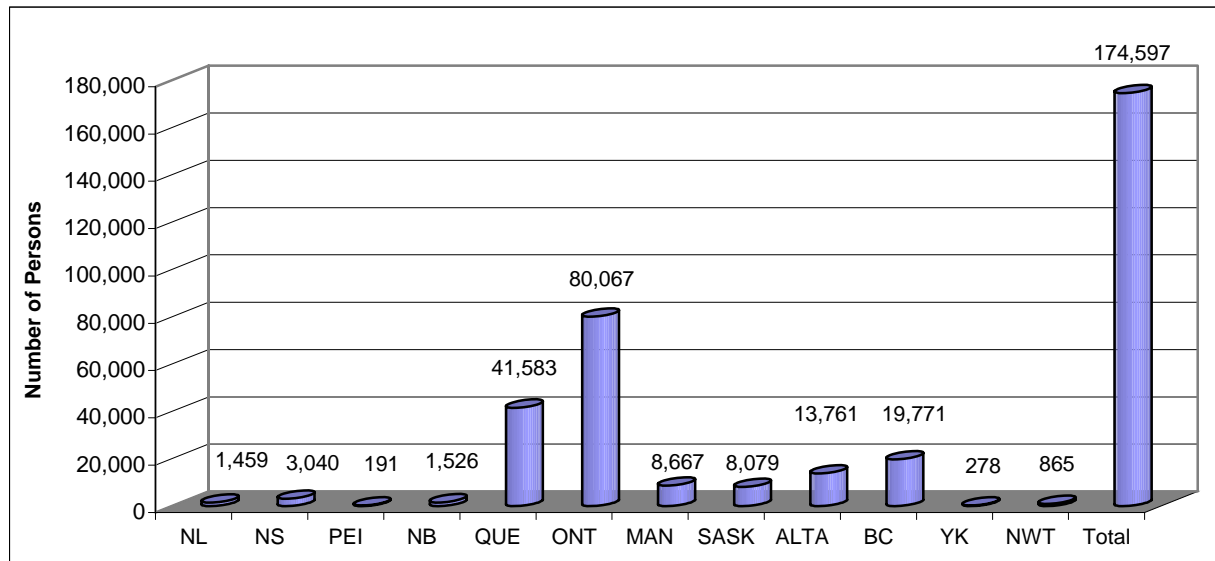


The Firearms Program also provides a channel for law enforcement agencies to contact the Program through a toll free 1-800 Police Line. This service provides statistical information, program information or specific data associated to a licensed individual or firearm. In 2004-2005, the 1-800 Police Line received 2,144 calls.

The Canada Firearms Centre assisted the policing community and Crown prosecutors by preparing affidavits to support the prosecution of firearm-related offences. The number of affidavits prepared by the Canadian Firearms Registry up to March 31, 2005 was 4,338.

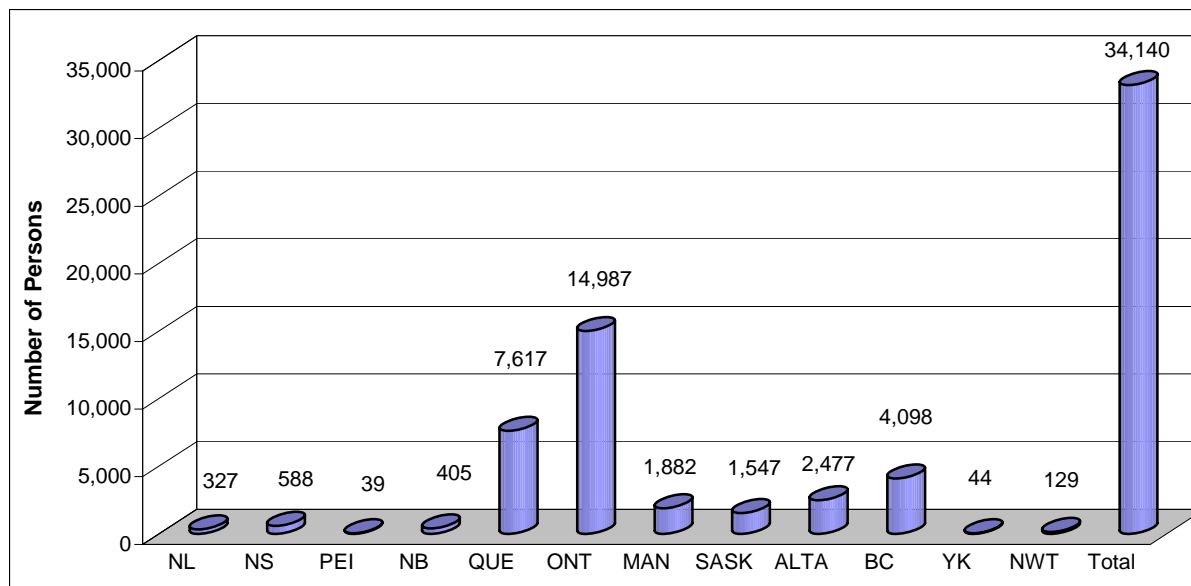
When a court issues an order prohibiting an individual from possessing firearms, the Prohibition Order is placed in the Canadian Police Information Centre (CPIC) and utilized for initial and continuous eligibility screening of applicants and licence holders. As of the end of 2004, a total of 179,287 individuals were prohibited from possessing firearms. In 2004, a total of 34,140 new individuals were entered on CPIC as prohibited by the courts from possessing firearms and are part of the 179,287.

**Chart 7: Number of Persons Prohibited from Possessing Firearms (as of Dec. 31, 2004)**



\*CFRO / CPIC statistics are only available based on calendar year.

**Chart 8: Provincial Breakdown of New Persons Prohibited from Possessing Firearms in 2004**



\*For Chart 7 and 8: Nunavut statistics are included in the Northwest Territories.

In 2004 a total of 6,259 firearms was entered in CPIC as stolen, missing or recovered. An interface between the CPIC property file (stolen, missing, recovered firearms) and the CFIS exists. When a police agency enters a firearm into CPIC (as stolen for instance), the record is automatically queried within CFIS to determine potential matches. This allows the Registrar of Firearms to ensure the record within CFIS is flagged appropriately and to take action as necessary. This flag also assists police with firearm tracing or enforcement investigations. Chart 9 provides information on lost, missing, stolen and recovered firearms by Provinces and Territories.

**Chart 9: Lost, Missing, Stolen and Recovered Firearms in 2004**  
(Calendar year only - statistics from RCMP)

PROVINCE	STOLEN		MISSING		RECOVERED	
	Number	Percent	Number	Percent	Number	Percent
Newfoundland / Labrador	43	0.90%	14	1.65%	0	0.00%
Nova Scotia	290	6.06%	13	1.54%	6	0.96%
Prince Edward Island	5	0.10%	1	0.12%	1	0.16%
New Brunswick	173	3.62%	10	1.18%	2	0.32%
Quebec	1,260	26.33%	285	33.69%	132	21.02%
Ontario	939	19.62%	344	40.66%	307	48.89%
Manitoba	315	6.58%	27	3.19%	31	4.94%
Saskatchewan	310	6.48%	12	1.42%	9	1.43%
Alberta	667	13.94%	45	5.32%	96	15.29%
British Columbia	750	15.67%	78	9.22%	43	6.85%
Yukon	25	0.52%	0	0.00%	0	0.00%
Northwest Territories/Nunavut	8	0.17%	17	2.01%	1	0.16%
<b>Total</b>	<b>4,785</b>	<b>100.00%</b>	<b>846</b>	<b>100.00%</b>	<b>628</b>	<b>100.00%</b>

Sub-Activity	Performance Indicators
Border Control	Authorizations of non-resident declarations of firearms being imported into Canada

The Canada Border Services Agency (CBSA) administers most aspects of the movement of firearms into and out of Canada. This includes confirming firearm declarations (which are deemed licences and registrations) when non-residents bring firearms into the country. The Agency also works with the enforcement communities to control the illegal movement of firearms. In the future, CBSA will also confirm Authorizations to Import Firearms. In 2004<sup>1</sup>, CBSA issued 78,491 non-resident declarations for firearms being temporarily imported into Canada and seized a total of 1,099 firearms at the border crossings.

Sub-Activity	Performance Indicators
International Initiatives	CAFC builds and makes concrete contributions to the success of the Smart Borders Initiative

Canada works with the United States to help stem the flow of illegal firearms crossing the border through the Canada-United States Consultative Group on Firearms Trafficking. This group is one of eight subgroups to the Cross-Border Crime Forum and is co-chaired by the Canada Firearms Centre and the United States Bureau of Alcohol, Tobacco, Firearms and Explosives.

Over the past year the Consultative Group developed a joint communications strategy to help prevent, and raise public awareness about, the illegal movement of firearms. The Group helped move forward cooperative initiatives to help combat cross-border smuggling of firearms, including development of an agreement to enable the sharing of ballistics information and an agreement to help law enforcement officials trace firearms confiscated at crime scenes.

<sup>1</sup> CBSA statistics are only available based on calendar year.

The Canada Firearms Centre participated in international negotiations towards development of a United Nations “International Instrument for Identification and Tracing Illicit Small Arms and Weapons”.

Countries that sought advice and assistance from the Canada Firearms Centre in the development of their own legislative or administrative firearms control initiatives included Ireland, Denmark and Australia.

Sub-Activity	Performance Indicators
Public Outreach	Continued, targeted consultations and outreach with key stakeholders

***Continued, targeted consultations and outreach with key stakeholders***

During 2004, the CAFC carried out a range of activities to inform Canadians about the requirements of the law, legislative and regulatory amendments, available services and the benefits and contributions of the Program to public safety. An example of this is sending a renewal application directly to clients whose licences will be expiring.

## **2.2 Risks, Challenges and Lessons Learned**

The CAFC faced a number of challenges and risks in delivering the Canadian Firearms Program over the past year, including implementation of program changes that resulted from amendments made to the *Firearms Act* and its supporting regulations, development of a public outreach strategy to maintain and enhance program compliance, ensuring accuracy and integrity of firearms information, and initiatives to combat the illegal movement of firearms across the border. This section discusses the key challenges that the CAFC faced during 2004-2005 as well as the lessons learned that may be drawn from the experience and applied to future work.

### ***Program Delivery***

Ensuring continued compliance with licensing and registration requirements is the CAFC’s most important role. The CAFC has been confronted with situations where the data on some of their clients is not current (e.g. address of client). This is partially due to the fact that clients are not aware of their responsibility to report changes. The Centre continues to work with clients and stakeholder groups to ensure program information is broadly available and making sure clients are aware of their legislative responsibility. Client confidence in our database is fundamental to the success of the Program.

Providing excellence in client service delivery continued to offer opportunities as well as challenges to the CAFC. Internal processes have been streamlined to promote client satisfaction and program cost efficiencies. Innovative service delivery has improved client access to the Centre. Clients have responded favourably to new delivery channel offerings through simplified, Web-based registrations, which makes it easier to comply with the law while also reducing the Program’s unit costs. In 2004-2005, 65% of registration applications from individuals was submitted on-line.

The Program continues to nurture the accuracy and currency of the information retained on file through quality-assurance processes and contact with clients. Enhancements to registration requirements and maintenance of the Verifier’s Network have improved firearm descriptions

being submitted to the Program. A continual review and analysis of internal processes enable the Program to identify anomalies and take corrective actions. Changes to internal practices and quality-assurance protocol have increased client satisfaction and resulted in decreased expenditures in certain operational areas.

### ***Policy, Communications and Consultations***

The Firearms Program continued to receive considerable public and parliamentary attention through the reporting period. This provided the opportunity to communicate and confirm the public policy basis for various program elements, including licensing, registration, safety training and border controls, as complementary parts of overall community safety efforts. It was clear through various outreach and consultation activities that the value of the Program and how it supports the work of the police and others is far better understood when the basic data on the use of Firearms Program information and the rationales for program elements are presented in a clear and concise manner.

The input received from national and regional public consultations on the Program and on proposed regulatory changes that took place in late 2003, combined with the results of consultations undertaken as part of the ministerial review of the Firearms Program in early 2004, provided a wealth of information and perspectives for the CAFC to consider. As a result, there was an opportunity to refine regulatory proposals in order to meet a number of objectives important to Canadians - improving client service with simpler, faster processes; increasing efficiency in operations; and ensuring that there is the best possible information in the CFIS to support the public safety objectives of the legislation and the work of the police and others in our communities. The regulatory changes announced in December 2004 evidenced the results of this process. The entire process confirmed the ongoing value and necessity of public consultation and stakeholder engagement for a program as complex and technical as the Firearms Program.

At the same time, the long period between passage of *Bill C-10A* in May 2003 and the announcement of the new regulations giving effect to the legislative changes created some uncertainty among clients and program stakeholders as to when or whether program elements would be adjusted. This was mitigated through systematic communications with clients, primarily via the CAFC Website and through the national call centre. The engagement of program partners, such as the RCMP and CBSA, was also critical in this regard, and through their professional networks of contacts, accurate information on the status of proposed changes was further disseminated.

The activities of the CAFC during 2004-2005 confirmed that targeted outreach initiatives at the local level are, and will continue to be, vital to maximizing the contribution of the Program to safe and healthy communities over the longer term. There is a clear interest among community and professional organizations to learn more about the Program and to identify ways to achieve public safety objectives through a range of partnerships and effective shared communications activities. This is reflected in the CAFC's priorities for 2005-2006 as set out in the Report on Plans and Priorities, tabled on March 24, 2005.



## ***Human Resources Management***

CAFC's limited internal HR capacity led to a number of pressures on the Centre:

- Concerns with the CAFC's capability to meet new obligations under the *Public Service Modernization Act (PSMA)*;
- Challenges to build a strategic HR capacity at CAFC, capable of providing advice to managers on HR planning, recruitment, career planning, etc., as opposed to restricting service to staffing, classification and remuneration transactions; and
- Absence of several internal policies in key sectors, and therefore having to rely only on central agency policies.

The CAFC recognizes that it is imperative to work with partners to meet the challenges ahead, particularly central agencies. Close collaboration is already underway with other PSEPC portfolio departments as well as with the small federal departmental and agency community.

## ***Finance, Administration, Audit and Evaluation***

The CAFC has been successful in establishing ongoing reference levels for the Firearms Program in 2004-2005. This was a critical step forward to planning and delivering the Program in the future. This fiscal period also marked the creation of two operating parliamentary votes, and the corresponding challenges of separating licensing and other activities from registration activities. The timing of this also corresponded with the development of a new Program Activity Architecture (PAA) structure for the CAFC. As well, the Centre has undergone a government review of the Program.

In 2004-2005 the CAFC implemented an independent Internal Audit and Evaluation function, which has direct access to the Centre's Commissioner and to the Departmental Audit and Evaluation Committee. As well, the Centre has established and resourced a multi-year Audit and Evaluation Plan. During the fiscal year, two risk-based audit frameworks (RBAF) and two results-based management and accountability frameworks (RMAF) were developed in support of the Centre Contribution Programs. These documents provided the CAFC the opportunity to identify and manage risks to improve the overall management of the Firearms Funding Program for Contribution activities, and contribute to sound management of resources and more effective decision-making.

## 2.3 Financial and Human Resources

	2004-2005					
	Financial Resources (\$ millions)			Human Resources*		
Activity	Planned Spending	Authorities	Actual Spending	Planned	Authorities	Actual
Maximize public safety benefits of the <i>Firearms Act</i>	100.3	99.6	92.8	305	-	325
<b>Total</b>	100.3	99.6	92.8	305	-	325

\* Human resources attributable to Senior Counsel and legal support activities are accounted within the Department of Justice's HR strength.

## SECTION III – SUPPLEMENTARY INFORMATION

### 3.1 Organizational Information

This DPR reports all CAFC operations under the activity “Maximize public safety benefits of the *Firearms Act*”, and six Sub-Activities. Two operational units comprise this activity.

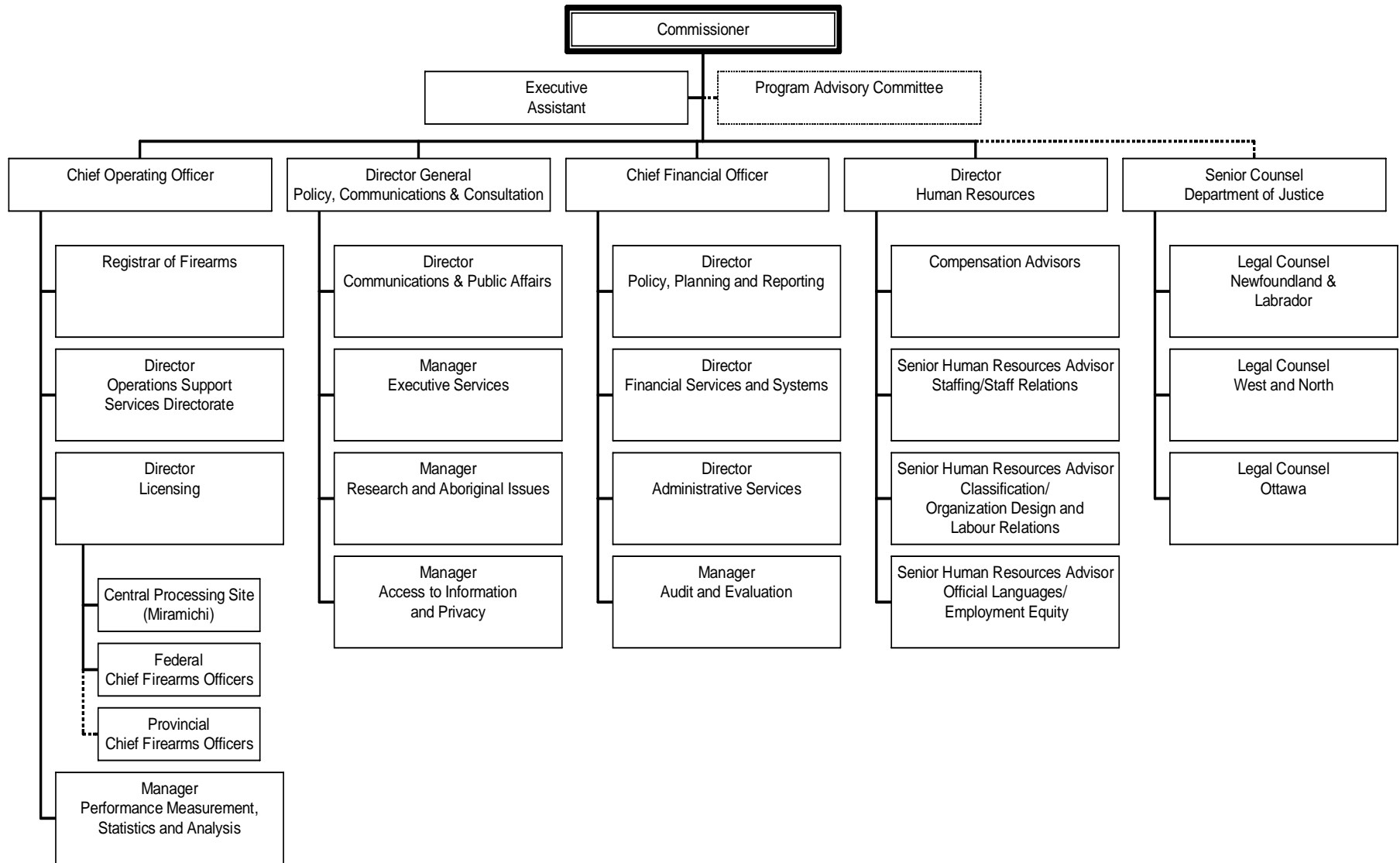
Sub-Activities	Operational Units
Licensing Registration Border Control	<b>Program Operations</b> Sector headed by the Chief Operating Officer responsible for licensing and authorizations, Federal Chief Firearms Officers, Provincial contribution agreements, registration, the firearms registry, the Central Processing Site (CPS) as well as information technology.
Public/Stakeholder Outreach Justice System Support International Initiatives	<b>Policy, Communications and Consultation</b> Directorate headed by a Director General responsible for policy, executive services, parliamentary affairs, research and Aboriginal issues, Access to Information and Privacy, public affairs and communications.

In addition to the two functional directorates, there are three support functions (Finance & Administration, Human Resources, and Legal) headed by the following positions:

- **Chief Financial Officer**, responsible for planning, reporting and analysis, financial services and systems, administrative services, and audit and evaluation;
- **Director, Human Resources** responsible for compensation, staffing/staff relations, classification/organization design and labour relations, and official languages/employment equity; and
- **Senior Counsel** responsible for legal services as provided through Justice Canada.

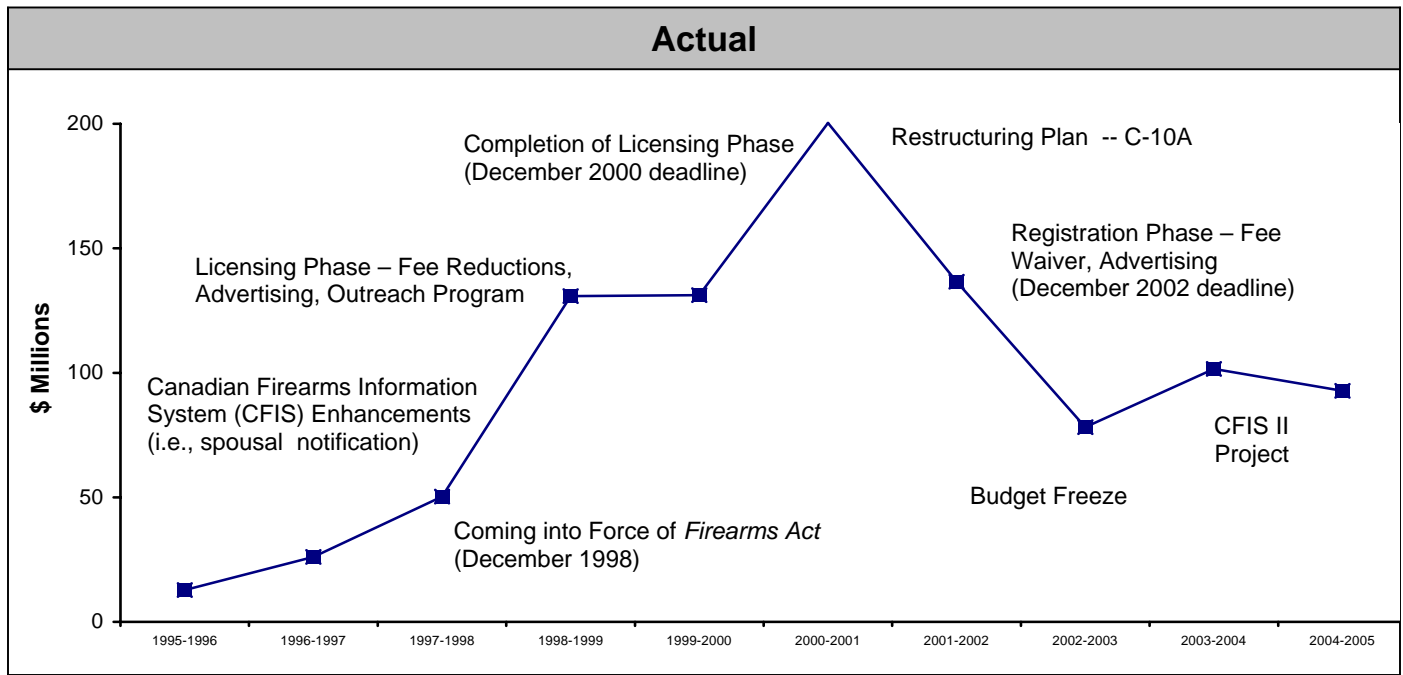
# ORGANIZATIONAL STRUCTURE

## CANADA FIREARMS CENTRE



### 3.2 Multi-Year Perspective on Program Costs

The Canadian Firearms Program is a complex, technical and multi-jurisdictional program. This, combined with a highly charged public environment and with legislated licensing and registration deadlines, resulted in significant early implementation costs. The table below depicts the costs incurred by CAFC in support of the Program since the passage of the *Firearms Act* in December 1995. Annual operating costs for the Centre declined to \$92.8 million in 2004-2005, which is less than half of what they were at their peak in 2000-2001. CAFC has established ongoing reference levels of \$82.3 million starting with the 2005-2006 fiscal year.



Actual (\$M): 12.8      26.1      50.3      130.8      131.2      200.3      136.6      78.2      101.6      92.8

### 3.3 Financial Tables

**Table 1: Comparison of Planned to Actual Spending**

(\$ millions)	2002–2003 Actual	2003–2004 Actual	2004–2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
<i>Maximize the public safety benefits of the Firearms Act</i>	78.2	101.6	100.3	100.3	99.6	92.8
<b>Total</b>	78.2	101.6	100.3	100.3	99.6	92.8

<b>Total</b>	78.2	101.6	100.3	100.3	99.6	92.8
Less: Non-Responsible revenue	(15.6)	(16.4)	N/A	(18.2)	(18.3)	(11.3)
Plus: Cost of services received without charge	N/A	4.4	N/A	N/A	N/A	3.8
<b>Net cost of Department</b>	<b>62.6</b>	<b>89.6</b>	N/A	<b>82.1</b>	N/A	<b>85.3</b>

<b>Full Time Equivalents (FTE)</b>		<b>309</b>	N/A	<b>305</b>	N/A	<b>325</b>
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Variance Explanation	
<p><b>Main Estimates:</b> \$100.3 million  <b>Total Authorities:</b> \$99.6 million</p>	<p>The net variance of \$0.7 million between main estimates and total authorities is a result of:</p> <ul style="list-style-type: none"> <li>Year-end adjustment in calculation of Employee Benefit Plans for public accounts purposes (decrease of \$0.8 million);</li> <li>Accounting treatment of Refunds of Amounts Credited to Revenues in Previous Years (\$0.1 million).</li> </ul>
<p><b>2003-2004 Cost of services:</b> \$4.4 million  <b>2004-2005 Cost of services:</b> \$3.8 million</p>	<ul style="list-style-type: none"> <li>The reduction in the cost of services received without charge is attributed to a reduction in forecasted salary budgets. The forecast impacts on the determination of the PWGSC accommodation premium (13%) and contributions covering employer's share of insurance premiums and expenditures (8%) that is accounted for by Treasury Board Secretariat (TBS).</li> </ul>
<p><b>Planned FTEs:</b> 305  <b>Actual FTEs:</b> 325</p>	<p>The variance between planned and actual FTEs is attributable to:</p> <ul style="list-style-type: none"> <li>Impact of load levelling for license renewals;</li> <li>Data integrity project relating to information in the registry system.</li> </ul>

**Table 2: Use of Resources by CAFC Program Activity**

2004–2005								
(\$ millions)	Budgetary						Plus: Non-Budgetary	Total
	Operating	Capital	Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	
<b><i>Maximize the public safety benefits of the Firearms Act</i></b>								
Main Estimates	85.8	0.0	14.5	100.3	0.0	100.3	0.0	100.3
<i>Planned Spending</i>	85.8	0.0	14.5	100.3	0.0	100.3	0.0	100.3
Total Authorities	85.1	0.0	14.5	99.6	0.0	99.6	0.0	99.6
<i>Actual Spending</i>	80.2	0.0	12.6	92.8	0.0	92.8	0.0	92.8

<b><i>Variance Explanation: Operating</i></b>	
<b>Total Authorities:</b> \$85.1 million <b>Actual Spending:</b> \$80.2 million	The net variance between total authorities and actual spending for operating can be attributed mostly to a reduction in the level of professional and special services, contracting and other activities.

<b><i>Variance Explanation: Contributions</i></b>	
<b>Total Authorities:</b> \$14.5 million <b>Actual Spending:</b> \$12.6 million	The \$1.9 million variance between total authorities and actual spending is mostly attributable to a reduction in the level of costs reimbursed to the province of Quebec and limited program activity related to Aboriginal and other communities/organizations program or initiative.

**Table 3: Voted and Statutory Items**

Vote or Statutory Item	Vote or Statutory Wording	2004–2005 (\$ millions)			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
20	Operating expenditures	82.1	82.1	82.1	77.2
25	Grants and Contributions	14.5	14.5	14.5	12.6
(S)	Contributions to employee benefit plans	3.7	3.7	2.9	2.9
(S)	Refunds of amounts credited to revenues in previous years	0.0	0.0	0.1	0.1
	<b>Total*</b>	<b>100.3</b>	<b>100.3</b>	<b>99.6</b>	<b>92.8</b>

\*Refer to Table 1 for explanation of variances.

**Table 4: Net Cost of Department**

	2004–2005 (\$ millions)
Total Actual Spending	92.8
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1.9
Contributions covering employer's share of employees insurance premiums and expenditures paid by TBS (excluding revolving funds)	1.4
Worker's compensation coverage provided by Social Development Canada	N/A
Salary and associated expenditures of legal services provided by Justice Canada	0.5
<i>Less: Non-responsible Revenue</i>	(11.3)
<b>2004–2005 Net cost of CAFC</b>	<b>85.3</b>

Note: For other indirect program costs not reimbursed by CAFC, see Table 17 – Federal Full Costs of the Firearms Program.



**Table 5: Contingent Liabilities**

Contingent Liabilities	March 31, 2004	March 31, 2005
Claims pending	\$21.8 million	\$0
<b>Total Contingent Liability</b>	<b>\$21.8 million</b>	<b>\$0</b>

In the 2003-2004 Departmental Performance Report, \$21.8 million was shown as an amount of unrecorded liability. The amount was related to work accomplished by Team CENTRA in the development of a business solution for the redesign of the Canadian Firearms Information System CFIS II and its operation of the solution under an Alternative Service Delivery (ASD) model. The original contract with Team CENTRA did not call for any payments until the Service Effective Date. It was recognized however that the contractor, due to a number of circumstances, had incurred costs outside of the formally approved signed contract. Ongoing negotiations were aimed at regularizing the issues, but no formal resolution had been arrived at before year-end (2003-2004). A legal opinion obtained from the Department of Justice concluded that only work accomplished by Team CENTRA that was approved by TB and covered by the contract or amendments, should be charged to the 2003-2004 year and that the remaining work should not be charged to the 2003-2004 appropriation. In February 2005, TB Ministers granted effective project approval for the redesign of the Canadian Firearms Information System CFIS II and a related contract amendment. The amendment led to the elimination of the unrecorded liability. For further information, see Table 10 - Details on Project Spending.

**Table 6: Source of Non-Respendable Revenue**

(\$ millions)	Actual 2002-03	Actual 2003-04	2004-2005			
			Main Estimates	Planned Revenue	Total Authorities	Actual
<b><i>Maximize the public safety benefits of the Firearms Act</i></b>						
Licence Applications/ Renewals	(3)	11.7	N/A	12.0	N/A	10.6
Registration Applications <sup>(1)</sup>	(3)	4.6	N/A	6.1	N/A	0.6
Miscellaneous <sup>(2)</sup>	(3)	0.1	N/A	0.1	N/A	0.1
<b>Total Non-Respendable Revenue</b>	<b>15.6</b>	<b>16.4</b>	<b>N/A</b>	<b>18.2</b>	<b>N/A</b>	<b>11.3</b>

- (1) Registration Fees were eliminated following May 2004 Government announcement, consequently Planned Revenue did not materialize.
- (2) Miscellaneous includes refunds of previous years' expenditures as per public accounts and other revenue collected such as Access to Information and Privacy (ATIP) fees.
- (3) Details for 2002-2003 are not available as these amounts were included within the total revenues recorded by the Department of Justice.

**Table 7: Resource Requirements by Branch/Sector level**

***By Organization:***

<b>Maximize Public Safety Benefits of the <i>Firearms Act</i></b>	<b>Actual 2004-2005 (\$ millions)</b>
Office of the Commissioner	0.4
Program Operations	86.0
Policy, Communications and Consultation	2.3
Finance, Administration, Audit and Evaluation	3.2
Human Resources	0.9
<b>Total</b>	<b>92.8</b>

***By Sector:***

<b>Maximize Public Safety Benefits of the <i>Firearms Act</i></b>	<b>Actual 2004-2005 (\$ millions)</b>
Registrar	2.6
Federal CFO's	6.2
Provincial CFO's and Aboriginal and Other Communities/Organizations	12.6
Central Processing Site	7.4
IT & Telecommunications	51.3
Federal Partners	5.9
Corporate Services	6.8
<b>Total</b>	<b>92.8</b>

**Table 8-A: 2004-2005 User Fee Reporting Template – User Fees Act**

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-2005					Planning Years		
				Forecast Revenue (\$ millions)	Actual Revenue (\$ millions)	Full Cost (\$ millions)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (\$ millions)	Estimated Full Cost (\$ millions)
Business Licences	Regulatory	<i>Firearms Fees Regulations</i>	April 10 <sup>th</sup> , 2005	0.6	0.5	<b>Section C Other information</b> See note (1)	<b>Section C Other information</b> See note (2)	<b>Section C Other information</b> See note (3)	2005-06 2006-07 2007-08	0.6 0.0 0.0	<b>Section C Other information</b> See note (1)
Individual Licences	Regulatory	<i>Firearms Fees Regulations</i>	December 1 <sup>st</sup> , 1998	7.0	6.0	<b>Section C Other information</b> See note (1)	45 days	86% of applications are completed within 45 days	2005-06 2006-07 2007-08	13.8 18.7 18.3	<b>Section C Other information</b> See note (1)
Registration Certificates	Regulatory	<i>Firearms Fees Regulations</i>	Registration fees repealed as of May 20 <sup>th</sup> , 2004	0.2	0.6	<b>Section C Other information</b> See note (1)	30 days	89% of applications are completed within 30 days	2005-06 2006-07 2007-08	0.0 0.0 0.0	<b>Section C Other information</b> See note (1)
Authorizations	Regulatory	<i>Firearms Fees Regulations</i>	December 1 <sup>st</sup> , 1998	0.3	0.3	<b>Section C Other information</b> See note (1)	<b>Section C Other information</b> See note (2)	<b>Section C Other information</b> See note (3)	2005-06 2006-07 2007-08	0.25 0.25 0.25	<b>Section C Other information</b> See note (1)
Non-resident permits	Regulatory	<i>Firearms Fees Regulations</i>	April 10 <sup>th</sup> , 2005	3.8	3.7	<b>Section C Other information</b> See note (1)	<b>Section C Other information</b> See note (2)	<b>Section C Other information</b> See note (3)	2005-06 2006-07 2007-08	1.88 1.88 1.88	<b>Section C Other information</b> See note (1)
Services for replacement of documents	Regulatory	<i>Firearms Fees Regulations</i>	April 10 <sup>th</sup> , 2005	0.1	0.1	<b>Section C Other information</b> See note (1)	<b>Section C Other information</b> See note (2)	<b>Section C Other information</b> See note (3)	2005-06 2006-07 2007-08	0.1 0.1 0.1	<b>Section C Other information</b> See note (1)

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-2005					Planning Years		
				Forecast Revenue (\$ millions)	Actual Revenue (\$ millions)	Full Cost (\$ millions)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (\$ millions)	Estimated Full Cost (\$ millions)
Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	Other Products and Services	<i>Access to Information Act</i>	1992	0.0	0.0	0.2	Framework under development by TBS  More info: <a href="http://lois.justice.gc.ca/en/a-1/8.html">http://lois.justice.gc.ca/en/a-1/8.html</a>	83% of requests under the Access to Information Act were completed within 60 days;  97% of requests under the Privacy Act were completed within 60 days	2005-06 2006-07 2007-08	0.0 0.0 0.0	0.2 0.2 0.2
				Sub-Total: 12.0	Sub-Total: 11.2				2005-06 2006-07 2007-08	Sub-total: 16.6 Sub-total: 20.9 Sub-total: 20.5	
				Total: 12.0	Total: 11.2	Total: 0.2				Total: 58.0	

**B. Date Last Modified:**

## 1. Planned Forecast Revenue:

- Individual and business fees remained unchanged since the inception of *Bill C-68*.
- While fees were not changed, effective April 10<sup>th</sup> 2005, the time period for renewal for business privileges was extended from a one year to a three year duration with the exception of the retail sale of ammunition purpose which was changed from a one year to a five year duration.
- Registration fees have been repealed as a result of the Minister's announcement concerning registration fees on May 20<sup>th</sup>, 2004.
- Effective April 10<sup>th</sup>, 2005, fees for a Non Resident Permit have been reduced by 50% as a result of changes contained in *Bill C-10A*. Planned forecast revenue for non-resident permits reflect this change.
- Forecast and actual revenue for fees charged for the processing of access requests filed under the *Access to Information Act* is approximately \$2,000 per year as per the Annual Report to Parliament (2004-2005) – *Access to Information Act* and *Privacy Act*. For more information, please refer to the [CAFC](#) website.

**C. Other Information:**

1. Original fee costing studies were conducted in 1995; as a result of the planned implementation of the new Canadian Firearms Information System (CFIS II) in December 2005, many of the business processes in the delivery of the Firearms Program will be changed. Therefore, the original fee studies will have to be revisited over the course of the next 18 to 24 months once the new system and business processes have been normalized.
2. Existing performance and client service standards are to be reviewed and new standards defined over the next 12 months, as part of an overall compliance strategy for the *User Fee Act*.
3. Monitoring mechanisms will be established in concert with the development of performance standards over the next 12 months and will be reported in the 2005-2006 DPR.
4. The policy of the Canada Firearms Centre is to waive reproduction fees whenever less than 200 pages are disclosed. However, when more than 200 pages are disclosed, fees may be calculated for the total number of pages. For extensive or complex requests, search and preparation fees were charged as determined on a case-by-case basis.

**Table 8-B: 2004–2005 User Fee Reporting Template – Policy on Service Standards for External Fees**

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Business Licences	Section B Other information See note (1)	Section B Other information See note (2)	Section B Other information See note (3)
Individual Licences	45 days	86% of properly completed applications are processed within 45 days	Section B Other information See note (4)
Registration Certificates*	30 days	89% of properly completed applications are processed within 30 days	Section B Other information See note (4)
Authorizations	Section B Other information See note (1)	Section B Other information See note (2)	Section B Other information See note (3)
Non-resident permits	Section B Other information See note (1)	Section B Other information See note (2)	Section B Other information See note (3)
Services for replacement of documents	Section B Other information See note (1)	Section B Other information See note (2)	Section B Other information See note (3)
Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	Framework under development by TBS More info: <a href="http://lois.justice.gc.ca/en/a-1/8.html">http://lois.justice.gc.ca/en/a-1/8.html</a>	<ul style="list-style-type: none"> <li>83% of requests under the Access to Information Act were completed within 60 days;</li> <li>97% of requests under the <i>Privacy Act</i> were completed within 60 days</li> </ul>	The service standard is established by the Access to Information Act and the Access to Information Regulations. Consultations with stakeholders were undertaken for amendments done in 1986 and 1992.
<p><b>B. Other Information:</b></p> <ol style="list-style-type: none"> <li>Performance standards are to be defined over the next 12 months as part of an overall compliance strategy for User Fees.</li> <li>Monitoring mechanism will be established in concert with the development of performance standards over the next 12 months and will be reported on in the 2005-2006 DPR.</li> <li>Stakeholder consultations will be conducted in conjunction with the development of new performance standards over the next 12 months.</li> <li>Existing performance and client service standards are to be reviewed and new standards defined as part of the stakeholder consultation process.</li> <li>The policy of the Canada Firearms Centre is to waive reproduction fees whenever less than 200 pages are disclosed. However, when more than 200 pages are disclosed, fees may be calculated for the total number of pages. For extensive or complex requests, search and preparation fees were charged as determined on a case-by-case basis.</li> </ol>			

\*Fees for registration certificates repealed as of May 20th, 2004

**Table 9: Major Regulatory Initiatives**

Regulations	Expected Results	Performance measurement criteria	Results achieved
<p>Amendments to the <i>Firearms Act (Bill C-10A)</i> and the <i>Criminal Code</i> received Royal Assent in May 2003. The purpose of the amendments to the <i>Firearms Act</i> is to:</p> <ul style="list-style-type: none"> <li>• facilitate public compliance with the Firearms Program;</li> <li>• improve administrative efficiency;</li> <li>• reduce costs; and</li> <li>• meet international obligations.</li> </ul> <p>Regulations pertaining to <i>Bill C-10A</i> were tabled in both Houses of Parliament in June 2003.</p> <p>In December 2004, the Minister announced that regulations supporting the <i>Firearms Act</i> had been amended. The amendments would enable legislative changes contained in <i>Bill C-10A</i> to be brought into force.</p>	<p>Coming into force of <i>Bill C-10A</i> provisions and related regulatory amendments will enable the Firearms Program to:</p> <ul style="list-style-type: none"> <li>• simplify licence renewal process through load-levelling;</li> <li>• streamline import-export requirements, including a pre-processing option for non-residents;</li> <li>• enable enhanced use of new business solution technology to serve clients better and reduce service delivery costs; and</li> <li>• meet new international obligations, in particular the marking of firearms and regulating the importation of some firearm parts.</li> </ul> <p>As a result of the passage of <i>Bill C-10A</i> and associated regulations, CAFC will:</p> <ul style="list-style-type: none"> <li>• introduce a staggered licence renewal application process (load levelling);</li> <li>• use electronic and other means to receive licence, registration and authorization applications from the public, and establish a pre-application process for importation by non-residents; and</li> <li>• consolidate administrative responsibilities, e.g.: transfer of Canadian Firearms Registry (CFR) to CAFC.</li> </ul>	<p>Performance measurement criteria under development</p>	<p>The licence renewal process has been simplified by eliminating some questions where the information is already available through continuous eligibility screening and by removing the requirements for references and a photo guarantor.</p> <p>Transfers of non-restricted rifles and shotguns have been accelerated.</p> <p>Upon renewal of licence, conjugal partners of individuals who hold a Possession-Only Licence (POL) will have the same opportunity as conjugal partners of individuals who hold a Possession and Acquisition Licence (PAL) to express concerns about their own or someone else's safety.</p> <p>Some fees have been eliminated or reduced.</p> <p>Other regulations such as new requirements regarding authorizations to import or export firearms and for public agencies will be brought into effect at a later date.</p>

**Table 10: Details on Project Spending**

(\$ millions)								
	Original Estimate	Current Estimated Total Cost	2002-2003 Actual	2003-2004 Actual	2004-2005			
					Main Estimates	Planned Spending	Total Authorities	Actual
<b>Maximize Public Safety Benefits of the <i>Firearms Act</i></b>								
<i>Canadian Firearms Information System Renewal Project:</i>								
<i>Solution Realization Development – Phase I</i>	32.2	43.2	-	39.6	N/A	-	N/A	3.6
<i>Implementation Delay Costs</i>	-	30.7	-	-	N/A	-	N/A	30.7
<i>Total</i>	32.2	73.9	-	39.6	-	-	-	34.3
<i>Major Crown Project (MCP) implementation costs</i>	-	16.5	-	-	-	-	-	0.4

**Canadian Firearms Information System (CFIS) Renewal Project:**

The original estimated cost of the CFIS Renewal Project (formerly referred to as Alternative Service Delivery) was made up of three components: a) development of the CFIS renewal solution realization system required to implement administrative and technical changes included in *Bill C-10A, an Act to Amend the Criminal Code (firearms) and the Firearms Act*; b) ongoing business operations costs; and, c) anticipated solution enhancement requirements over the life of the ongoing operations.

As previously reported, since the original estimates were made, the CFIS Renewal Project encountered delays and Team CENTRA incurred significant costs outside of the formal contract. A delay of more than two years in the passage of *Bill C-10A* and its regulations as well as numerous and significant scope changes (e.g., infrastructure changes as a result of CAFC becoming a stand-alone department, the making of final forms, accommodating additional users and sites, additional requirements for the new solution to meet enhanced RCMP security standards for the provision of, and access to, protected data, and changes to the Firearms Program fee structure) were encountered. During this time, CAFC gained valuable experience in the detailed business solution requirements in future program volumetrics, and other aspects of program operations that impacted on the original cost estimates of the system renewal initiative.

Extensive analysis and negotiation occurred throughout 2004-2005 that culminated in a restructured contract and a redefined project. On February 14, 2005, Treasury Board provided Effective Project Approval for a redefined Canadian Firearms Information System Redesign (CFIS II). The contract was transformed into a future-oriented service provision arrangement



wherein Team CENTRA committed that the annual operating costs would not exceed \$15 million per year over the 15-year life of the agreement based on the current number of users, transaction volumes and service levels. The procurement strategy includes the technology provision and maintenance support of the system post implementation. As part of the transformed service contract arrangement, Team CENTRA received payment of \$73.9 million in development and delay costs incurred up to the signing of the contract amendment.

The project is in the final phase of system development and will be entering a period of integration testing, user acceptance, certification and implementation. It is anticipated that the system will be implemented December 2005, after which a three to six month post-implementation system normalization period is anticipated. Estimated MCP project implementation costs of \$16.5 million includes \$11.5 million to complete system development and \$5.0 million of operating costs during the initial period of operation (December 2005 through March 2006). As of March 31, 2005, of the \$16.5 million MCP implementation costs, \$0.4 million were paid to Team CENTRA for equipment, warehousing and delivery. Consistent with the transformed service contract arrangement, Team CENTRA will receive payment for remaining development work through its monthly service fee. CAFIC will submit a project evaluation and closeout report before the end of the 2006-2007 fiscal year.

## Table 11: Status Report on Major Crown Projects

### 1. Project Description

#### Canadian Firearms Information System Redesign

On February 14, 2005 Treasury Board (TB) provided Effective Project Approval for a redefined Canadian Firearms Information System Redesign (CFIS II). The system supports the delivery of the Firearms Program and will implement a new national licensing and registration IT system.

This approval provides the basis from which the CAFC is to report progress against the Team CENTRA solution implementation. TB Ministers approved that reporting on implementation progress of the service arrangement can be provided by the CAFC in future RPPs and DPRs. This arrangement replaces the Major Crown Project policy requirement of progress (i.e. status) report submissions to TB.

### 2. Project Phase

The project is in the final phase of system development and will be entering a period of integration testing, user acceptance, certification and implementation. It is anticipated that the system will be implemented in December 2005. A three to six month post-implementation system normalization period is anticipated.

### 3. Leading and Participating Departments and Agencies

Lead Department or Agency:	Canada Firearms Centre
Contracting Authority:	Public Works and Government Services Canada
Participating Departments and Agencies:	Royal Canadian Mounted Police Canada Border Services Agency Department of International Trade

### 4. Prime and Major Sub-Contractors

Prime Contractor:	CGI Information Systems and Management Consultants Inc.
Major Sub-Contractors:	Bell NexInnovations Aliant Compaq

## 5. Major Milestones

Major Milestones	Date
Solution Realization	December 1, 2005
Decommissioning of CFIS I	March 31, 2006
Project Evaluation and Close-Out Report	2006-2007

## 6. Progress Report and Explanations of Variances

Refer to Table 10 Details on Project Spending for progress report and explanation of variances.

**Table 12: Details on Transfer Payments Programs (TPPs)**

Name of Transfer Payment Program: The Firearms Funding Program for Opt-in Provinces and/or Territorial Governments.						
Start Date: 1995-1996	End Date: On-going	Total Funding: \$179.7 million to end of 2004-2005.				
Description of Transfer Payment Program: Annual funding to participating provinces and/or territories for the reimbursement of costs incurred in the administration of the Firearms Program within their jurisdiction.						
Objective(s), expected result(s) and outcomes: Ensure responsible ownership, use and storage of firearms thereby enhancing public safety and help reduce death, injury and threat from firearms.						
Achieved results or progress made: Refer to section II – Analysis of performance by strategic outcome.						
	Actual Spending 2002-03 (\$ millions)	Actual Spending 2003-04 (\$ millions)	2004-2005			
			Planned Spending (\$ millions)	Total Authorities (\$ millions)	Actual Spending (\$ millions)	Variance Planned vs Actual (\$ millions)
<b>Maximize Public Safety Benefits of the <i>Firearms Act</i></b>						
Total Grants	N/A	N/A	N/A	N/A	N/A	N/A
Total Payments to Provinces and/or Territories	17.3	15.5	14.0	14.0	12.5	1.5
Total Other Transfer Payments	0.1	0.2	0.5	0.5	0.1	0.4
<b>Total</b>	17.4	15.7	14.5	14.5	12.6	1.9
Comments on Variances: The \$1.9 million variance between total authorities and actual spending is mostly attributable to a reduction in the level of costs reimbursed to the province of Quebec and limited program activity related to Aboriginal and other communities/organizations program or initiative.						
Significant Evaluation Findings and URL to last evaluation: See <a href="#">CAFC website</a>						

**Background**

The CAFC administers two Contributions Program Funds, the Firearms Funding Program (for Opt-in Provinces) and the Aboriginal and/or Other Communities and Organizations Program (not-for-profit). Terms and Conditions for both of these programs were renewed by TBS in April 2005 for a five year period.

As per the TBS Guidelines, CAFC is required to provide detailed information on transfer payments programs that exceed \$5 million for the reporting year. Only the Firearms Funding Program (for Opt-in Provinces) meets this criterion.

**Expected Results**

The CAFC is committed to provide funding to provinces that choose to administer the Firearms Program on their own. CAFC has developed service delivery models with the provinces for delivery of the Program activities within their jurisdiction. Funding priorities and activities will focus on the delivery and administration of the *Firearms Act* and the associated Canadian Firearms Program. The delivery of the Program includes, but is not limited to, the following activities:

- Issuance, renewal and revocation of firearms licences;
- Approval of certain transfers of firearms;
- Issuance of authorization to transport (ATT) and authorization to carry (ATC);
- Inspection of firearms related businesses;
- Approval of shooting ranges; and
- Safety education and training.

**Table 13: Response to Parliamentary Committees, Audits and Evaluations for 2004–2005**

**Response to Parliamentary Committees**

On February 11, 2005 the Minister responded to the Chair, Standing Committee on Justice, Human Rights, Public Safety and Emergency Preparedness to a question raised on November 24, 2004 on the effectiveness of the firearms program. The Minister noted that:

- Although the Firearms Act was introduced in December 1995, the deadline for firearms registration was December 31, 2002 meaning that some elements of the Firearms program were implemented for a little more than two years;
- Significant steps had been taken to reduce costs and increase transparency;
- By 2006-2007, the net annual costs of the CAFC are estimated to be approximately \$57 million after revenues;
- CAFC does not have additional information on other expenditures that may have been made by provinces and territories, police forces, municipalities and individuals;
- Law enforcement authorities are making active use of information through the Canadian Firearms Registry Online function with the Canadian Police Information Centre; information is also used to prosecute firearms crime;
- More than 13,000 individual firearms licences have been refused or revoked by Chief Firearms Officers across Canada (at the time of the response);
- Since 1995, there have been decreases in the number of firearms homicides, domestic homicides, robberies and suicides in Canada.

**Response to the Auditor General**

Since its inception as an Agency in April 2003, the Centre continues to implement the Auditor General's recommendations. CAFC reported to parliament in 2004-2005 via its Report on Plans and Priorities and its 2003-2004 Departmental Performance Report the cost history of the Firearms Program and will continue this practice in future reports. In addition the first Commissioner's Report was tabled in Parliament in November 2004 for calendar year 2003.

Additionally, as a separate Agency, CAFC also reports year-end expenditures in the Public Accounts of Canada (PAC). CAFC's first PAC report was tabled in 2003-2004. This reports details CAFC's expenditures, revenues collected and refunds issued.

As well, the consolidation of the Headquarters in Ottawa has been completed.

### Internal Audits or Evaluations

The Agency has implemented an independent Audit & Evaluation function, which has direct access to the Agency's Commissioner and to the Departmental Audit and Evaluation Committee. As well, the Agency has established and resourced a multi-year Audit and Evaluation Plan. During its first year of operation the Audit and Evaluation function completed the following five projects:

- Results-Based Management and Accountability Framework Related to the Firearms Funding Program for "Opt-in" Provinces and/or Territories (March 2005);
- Results-Based Management and Accountability Framework for the Aboriginal and/or Other Communities and Organizations (not-for-profit) Funding Program (March 2005);
- Risk-Based Audit Framework for the Firearms Funding Program for "Opt-in" Provinces and/or Territories (March 2005);
- Risk-Based Audit Framework for the Aboriginal and/or Other Communities and Organizations (not-for-profit) Funding Program (March 2005); and
- Audit of the Aboriginal & Other Communities & Organizations Funds Program (March 2005).

**Table 14: Alternative Service Delivery**

Name of ASD Initiative	Current Status	Start-up Date	Contact
Canada Firearms Centre – operation of the Central Processing Site in Miramichi, New Brunswick	Decision to outsource the business operations has been deferred to 2008-2009 to allow for a period of normalized operations.	To be determined following assessment of options in 2008-2009	Beverley Holloway, Chief Operating Officer, Canada Firearms Centre

Treasury Board Ministers approved the continuation by the Canada Firearms Centre of the Central Processing Site (CPS) operations in Miramichi, New Brunswick to allow a period of normalized program operations following the implementation of the CFIS II system solution expected in December 2005. The decision to outsource the business operations of the CPS as an Alternative Service Delivery (ASD) will be assessed in the 2008-2009 fiscal year.

**Table 15: Horizontal Initiatives**

<b>Horizontal Initiative</b>		
<b>1. Name of Horizontal Initiative:</b> Canadian Firearms Program		<b>2. Name of Lead Department(s):</b> Canada Firearms Centre
<b>3. Start Date of the Horizontal Initiative:</b> December 5 <sup>th</sup> 1995 (Royal Assent)	<b>4. End Date of the Horizontal Initiative:</b> on-going	<b>5. Total Federal Funding Allocation:</b> \$1,045 billion from 1995-1996 to 2004-2005 (Total Program) \$82.3 million ongoing starting in 2005-2006 (CAFC only)
<b>6. Description of the Horizontal Initiative:</b> Reduce firearms tragedies, accidental deaths or injuries and the criminal use of firearms by strengthening controls on firearms		
<b>7. Shared Outcome(s):</b> safer homes, safer streets in Canada		
<p><b>8. Governance Structure(s):</b>                      The Minister of Public Safety and Emergency Preparedness Canada (PSEPC) has responsibility and accountability to Parliament for the Canada Firearms Centre (CAFC). The Commissioner of Firearms is head of the Centre and is accountable to the Minister. The Commissioner has responsibility for the day-to day operation and administration of the CAFC as well as overall responsibility for the Canadian Firearms Program. The Commissioner is supported by the Chief Operating Officer, the Chief Financial Officer, the Director General Policy, Communications and Consultation, the Director of Human Resources and Senior Counsel. A Program Advisory Committee of non-CAFC representatives has been formed to advise the Minister through the Commissioner on the administration of the Firearms Program.</p> <p>The Chief Operating Officer is responsible for: the delivery of licensing activities through Chief Firearms Officer (CFO) operations (federally and provincially), and through arrangements with other federal government departments; the firearms registry and its operations; the Central Processing Site and the 1-800 call centre; and management of the Program's information technology infrastructure and its interface with other databases.</p> <p>The Director General, Policy, Communications and Consultation is responsible for: policy; executive services; parliamentary affairs; access to information and privacy enquires; portfolio integration initiatives within Public Safety and Emergency Preparedness Canada; international consultation; public affairs and communications; research; and Aboriginal and other public outreach activities.</p> <p>The Chief Financial Officer (CFO) is responsible for departmental financial, administrative, evaluation and audit functions. As well, the CFO ensures that CAFC adheres to central agency and parliamentary reporting requirements.</p> <p>The Director of Human Resources is responsible for corporate HR functions and ensuring compliance with central agency requirements.</p> <p>The Department of Justice provides to CAFC (on a cost recovery basis) legal services support in Headquarters and through regional representation. Other federal departments deliver aspects of the Canadian Firearms Program specific to their mandate, for example, the Canada Border Services Agency administers the import and export provisions of the <i>Firearms Act</i>.</p>		

9. Federal Partners Involved in each Program	10. Names of Programs	11. Total Allocation	12. Forecasted Spending for 2004-2005	13. Actual Spending in 2004-2005	14. Planned Results for 2004-2005	15. Achieved Results in 2004-2005
Public Safety and Emergency Preparedness Canada (PSEPC)	Corporate Management,  Policing & Law Enforcement	Starting in 2003-2004 \$266,000 ongoing.	\$266,000	\$266,000	Corporate requirements put in place as a result of CAFC's inclusion within the portfolio of agencies reporting to the Minister, PSEPC	Provided policy advice to the Minister on CAFC issues. Reviewed key documents such as TB submissions, ARLU, Departmental Performance Reports, Reports on Plans and Priorities. Coordinated and assisted with parliamentary affairs and ministerial correspondence.
Royal Canadian Mounted Police (RCMP)	Firearms Program	Direct costs are recovered from CAFC.	\$4.8 million	\$4.5 million	Continuation of the RCMP secure computer network for the Canadian Firearms Information System (CFIS).  Provided firearms technical support to the Registrar on firearms classifications and firearms descriptions through RCMP Forensic Laboratory, Firearms Section. The Forensic Laboratory also manages the Firearms Reference Table (FRT). The FRT is used to accurately identify and classify firearms.	Provided security evaluations of sites dealing with the CFIS in accordance with the Security Policy of the Government of Canada.  Provided support services to the CFIS operating environment including the CFIS server, communications infrastructure (network) and software support to the RCMP/CFIS interfaces.  Provided Canadian Police Information Centre services related to the physical audits of agencies including the Central Processing Site, Chief Firearms Officers and the Canadian



						<p>Firearms Registry.</p> <p>The 2004-2005 annual update of the FRT was completed and over 6,400 copies of the CD-ROM version were distributed to police and regulatory agencies. In addition other users who received access to the FRT via network versions. Technical advice and support was provided on an ongoing basis to the CAFC, CBSA and others.</p>
RCMP – National Weapons Enforcement Support Team (NWEST)	Firearms Program	<p>Between 2000-2001 to 2002-2003 NWEST funding was included in DOJ/CAFC allocations.</p> <p>Starting in 2003-2004 NWEST received separate allocation appropriated directly to the RCMP by Parliament.</p>	\$4.0 million	\$4.0 million	<p>NWEST is comprised of a network of firearms specialists from federal, provincial and municipal police forces strategically located across Canada. The 34 members are seconded from their employer to NWEST through a service level agreement, yet still remain working out of their "home" police force. Since its inception, it has strengthened Canadian law enforcement's capability to address the smuggling and trafficking of illegal weapons through its support to law enforcement agencies throughout Canada.</p>	<p>NWEST reported the following: 700 personnel trained through their trafficking schools; 150 agencies received training or lectures; assisted in the issuance of 117 search warrants related to public safety and 487 related to criminal code. NWEST has ongoing investigations with numerous police and law enforcement agencies on a day-to-day basis and NWEST is the author of Canada's contribution to the G8 Threat Assessment on "The Illegal International Trafficking of Firearms for Criminal Activities" report.</p>

Canada Border Services Agency (CBSA)	Firearms Program	Direct costs are recovered by CAFC.	\$1.7 million	\$1.8 million	CBSA is responsible for confirming non-resident firearm declarations, collecting non-resident temporary licence fees and ensuring that residents who import a firearm into Canada have the appropriate possession licence and a valid registration certificate for the firearms.	CBSA processed 62,021 non-resident firearms confirmations, 4,384 resident licence verifications, 90,196 personal firearms importations, and collected \$3.7 million in fees on behalf of the Canada Firearms Centre.
Correctional Service of Canada (CSC)	Accommodations related to convictions of firearms offences.	Separate Allocation received from 1995-1996 to March 2002: \$5 million in capital costs;  Projections included in National Capital, Accommodation and Operations Plan (NCAOP): 2002-2003: \$7.5 million; starting in 2003-2004, \$7.8 million anticipated annually.	\$7.8 million as per planning assumption of the NCAOP.	CSC reports they are unable to confirm as costs cannot be differentiated from the global context.	As per NCAOP, CSC anticipates a requirement to accommodate (e.g. housing, provision of health care, food, clothing) the equivalent of approximately 275 bed-years related to convictions of firearms offences under the <i>Criminal Code</i> .	CSC is unable to identify and track the type and number of offenders for example who would have received a federal sentence instead of a provincial sentence, nor the exact number of bed days used that are linked to the application of firearms legislation.
National Parole Board (NPB)	<i>Quality Conditional release decisions</i>	From 1999-2000 to 2003-2004, NPB annual funding rose gradually from \$437,000 to \$842,000, reflecting workload pressures. For 2004-2005 and future years NPB planned allocation will amount to \$0.9 million annually.	\$0.9 million	\$0.9 million	Requirements are related to changes in the <i>Criminal Code</i> as a result of the <i>Firearms Act</i> that provides longer sentences for offenders with firearms convictions and which were expected to generate additional conditional release reviews. Funding was provided specifically to address NPB workload	In 2004-2005, National Parole Board completed 1,641 reviews involving firearms convictions

					pressures as a result of legislative change. In this context, since receipt of funding, the Board has completed over 10,600 reviews for offenders with firearms convictions.	
Department of Justice (DOJ)		Starting in 2004-2005 direct costs for IT support, Senior Counsel and Legal services activity recovered from CAFC.	\$0.2 million (for infrastructure support)  \$0.8 million for Senior Counsel and Legal services	\$0.2 million  \$0.5 million	DOJ agreed to provide systems support for financial, human resources, payroll, etc. until such time that CAFC puts in place its own systems. DOJ agreed to absorb these costs in 2003-2004 from CAFC but starting in 2004-2005, DOJ recovered expenditures for use of the systems.  Legal Services provided by DOJ, responsible for provision of Legal advice to CAFC.	CAFC provided with a cost-effective solution to meet its need for management and operational information systems.  High quality legal advise provided for decision-making purposes. Coordination and management of litigation.
International Trade Canada (ITC)		One half of an FTE is directed to this activity	\$40 thousand	\$45 thousand	ITC activities and resources associated with the handling of firearms import permits. This activity will continue until CAFC import/export regulations are in place, expected in late 2006.	ITC reported processing 1,780 Import Permits, 1,600 International Import Certificates, 1,050 Export Permits and 4,500 Telephone inquiries.
Public Works & Government Services Canada (PWGSC)		Allocation based on application of accommodation policy and negotiated amounts for on-site project team	\$1.9 million	\$2.0 million	As per PWGSC accommodation policy, a levy is calculated and held centrally for the space	Space accommodation as per policy; on-site support provided by project team to assist in contractual needs

					requirements of CAFC. PWGSC maintains an on-site project team to assist in contractual matters.	
The Office of the Information Commissioner (OIC)			\$85.2 thousand	\$92.8 thousand	Investigation of complaints from Access to Information (ATI) requesters seeking information concerning the Firearms Program.	OIC indicated that they utilized 1,203 hours on the investigation of complaints related to the Firearms Program.
The Office of the Privacy Commissioner (OPC)			\$0.0	\$0.0	Investigation of complaints associated with the Firearms Program.	No complaints were investigated.
Human Resources and Skills Development Canada (HRSDC)			\$2.0 thousand	\$0.0	Anticipated requirement related to relocation of a former employee.	Relocation of employee did not take place.
Treasury Board Secretariat (TBS)			\$1.4 million	\$1.4 million	Contributions covering the Government's share of employees' insurance premiums and expenditures such as the Public Service Health Plan and the Public Service Dental Plan. This contribution is separate from Employee Benefits Plan calculations that are incurred and reported by departments.	Coverage of insurance premiums.
			Total \$23.9 million	Total \$23.5 million		

**16. Comments on Variances:****17. Results Achieved by Non-federal Partners:**

The CAFC has developed service delivery models with the provinces for delivery of program activities within their jurisdiction. Funding priorities and activities will focus on the delivery and administration of the *Firearms Act* and the associated Canadian Firearms Program. The delivery of the Program includes, but is not limited to, the following activities:

- Issuance, renewal and revocation of firearms licences;
- Approval of certain transfers of firearms;
- Issuance of Authorizations to Transport and Authorizations to Carry;
- Inspection of firearm related businesses;
- Approval of shooting ranges; and
- Safety education and training.

<b>18. Contact Information:</b> Luigi Giannetti Manager, Planning & Reporting, Canada Firearms Centre	<b>19. Approved by:</b> Denis Fortier Director, Policy, Planning and Reporting Canada Firearms Centre	<b>20. Date Approved:</b> August 15, 2005				
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## Table 16: Travel Policies

### Comparison to the TBS Special Travel Authorities

<b>Travel Policy Name of Canada Firearms Centre:</b> Canada Firearms Centre follows the TBS Special Travel Authorities.
<b>Authority:</b>
<b>Coverage:</b>
<b>Principal difference(s) in policy provisions:</b>
<b>Principal financial implications of the difference(s):</b>

### Comparison to the TBS Travel Directive, Rates and Allowances

<b>Travel Policy Name of Canada Firearms Centre:</b> Canada Firearms Centre follows the TBS Travel Directive, Rates and Allowances.
<b>Authority:</b>
<b>Coverage:</b>
<b>Principal difference(s) in policy provisions:</b>
<b>Principal financial implications of the difference(s):</b>

**Table 17: Canadian Firearms Program: Full Federal Government Costs**

<b>ORGANIZATION</b>	<b>PAST EXPENDITURES (1995-1996 to 2003-2004) (\$ millions)</b>	<b>2004-2005 EXPENDITURES (\$ millions)</b>
<b>Direct Costs:</b>		
Canada Firearms Centre	537.0	74.2
<i>Other Federal Government Departments (costs reimbursed by CAFC):</i>		
Canada Border Services Agency	17.2	1.7
Royal Canadian Mounted Police	110.4	4.0
Human Resources Development Canada	32.7	0.0
Public Works and Government Services Canada	1.5	0.1
Department of Justice	0.8	0.2
Transfer payments to Provinces and/or Territories	167.2	12.5
Contribution payments to Aboriginal Communities, Other Communities	1.4	0.1
<b>Total Direct Costs:</b>	<b>868.2</b>	<b>92.8</b>
<b>Costs not reimbursed by Canada Firearms Centre:</b>		
Public Safety & Emergency Preparedness Canada (1)	0.6	0.3
Royal Canadian Mounted Police (2)	3.8	0.5
Royal Canadian Mounted Police – NWEST (3)	4.5	4.0
Canada Border Services Agency (4)	7.3	0.1
Correctional Service of Canada (5)	20.3	7.8
National Parole Board (6)	3.3	0.9
Department of Justice (7)	10.1	0.5
International Trade Canada (8)	0.4	0.0
Public Works & Government Services Canada (9)	10.4	1.9
Other (10)	5.9	1.5
<b>Total Indirect Costs:</b>	<b>66.6</b>	<b>17.5</b>
<b>TOTAL PROGRAM COSTS</b>	<b>934.8</b>	<b>110.3</b>
<b>Net Revenues (11)</b>	<b>(87.4)</b>	<b>(11.3)</b>
<b>NET PROGRAM COSTS</b>	<b>847.4</b>	<b>99.0</b>

The above table represents known costs incurred by CAFC, its federal partners and other Departments in the delivery and administration of the *Firearms Act* since 1995. The table is divided in two parts, direct costs incurred by CAFC that includes amounts that were reimbursed to federal partners and indirect costs incurred and reported by CAFC's partners and other Departments that were not reimbursed. Note: HRDC or its successor departments are no longer involved with CAFC in the support of business operations at the Central Processing Site in Miramichi, New Brunswick.

**Costs not reimbursed by Canada Firearms Centre – Explanations:**

The following explanations and or notes were provided by CAFC's federal partners to substantiate spending requirements related to the delivery of the Firearms Program. These expenditures are not reimbursed by CAFC. Note: Expenditures are rounded to the nearest one hundred thousand dollars, e.g. \$75,000 is rounded up to \$0.1 million, and \$45,000 is rounded down to \$0.0 million.

1. **Public Safety and Emergency Preparedness Canada (PSEPC):** Expenditures represent corporate requirements put in place as a result of CAFC's inclusion within the portfolio of departments reporting to the Minister for Public Safety & Emergency

Preparedness Canada. These resources were transferred from the Department of Justice in 2003-2004.

2. **Royal Canadian Mounted Police (RCMP):** CAFC operates its information technology platform – the Canadian Firearms Information System – on the RCMP’s secure computer network. Other services such as the RCMP Forensic Laboratory, Firearms Section, provide firearms technical support to the Registrar on firearms classifications and firearms descriptions. The Forensic Laboratory also manages the Firearms Reference Table (FRT), an encyclopaedic research tool developed by the RCMP that provides narrative and graphic information relating to the description, technical identification and legal classification of firearms. The FRT is used by the Program to accurately identify and classify firearms. The RCMP is reimbursed by CAFC for these services; indirect costs of \$0.5 million have been reported related to EBP statutory requirements.
3. **Royal Canadian Mounted Police – National Weapons Enforcement Support Team (NWEST):** Prior to 2003-2004 all NWEST expenditures were incurred and included within CAFC’s direct costs. On April 1, 2003, NWEST was transferred to the RCMP National Police Services Division. The expenditures reported support NWEST activities related to Firearms Program in 2004-2005.
4. **Canada Border Services Agency (CBSA):** Indirect costs of \$0.1 million were incurred by CBSA in support of the Program in 2004-2005 that was not reimbursed by the Centre.
5. **Correctional Service of Canada (CSC):** CSC tables its National Capital, Accommodation and Operations Plan annually. The plan assesses the accommodation (e.g. housing, provision of health care, food, clothing) and offender related resources requirements bases on the forecast of potential impact of any new legislations. CSC estimates the equivalent of approximately 275 bed-years relates to convictions of firearms offences under the *Criminal Code*. CSC is unable to identify and track the type and number of offenders nor the exact number of bed days used that are linked to the application of the firearms legislation. No direct funding was provided by CAFC to CSC in 2004-2005.
6. **National Parole Board (NPB):** Requirements are related to changes in the *Criminal Code* as a result of the Firearms Program, which provided longer sentences for offenders with firearms convictions, and which were expected to generate additional conditional release reviews. Funding was provided directly to NPB specifically to address workload pressures as a result of legislative change. In this context, since receipt of funding, the Board has completed over 10,600 reviews for offenders with firearms convictions.
7. **Department of Justice (DOJ):** Starting with the 2004-2005 Public Accounts, costs attributable to the Senior Counsel and legal services activity are accounted in the DOJ financial statements. These expenditures are shown as costs not reimbursed by CAFC in the above table. Other indirect costs reported by DOJ in support of the Firearms Program in 2004-2005 were \$21,268.00. DOJ continues to provide CAFC with access to the Department’s financial, human resources and payroll systems and is reimbursed for these costs (\$200K in 2004-2005).



8. **International Trade Canada (ITC):** This expenditure is associated with the handling of firearms import permits and which will continue until such time that CAFC's import/export regulations are in place. ITC reported that the cost incurred for this service in 2004-2005 was approximately \$45K. In addition, in response to a parliamentary question, ITC reported that the total cost incurred by ITC between 1994 to the end of 2004-2005 for this service amounted to \$463K. The amount has now been included in the above table in the past expenditures column, net of 2004-2005 expenditures.
9. **Public Works & Government Services Canada (PWGSC):** Indirect costs shown are related to the accommodation levy that is established (13% of the department's salary base) and held centrally by central agencies for payment of leases, etc. by PWGSC for buildings, facilities, etc., occupied by CAFC staff, in the NCR and across Canada.
10. **Others:** The following departments are not directly involved in the day-to-day delivery of the Firearms Program: The **Office of the Information Commissioner** confirmed expenditures of approximately \$92.8 thousand related to investigation of complaints from Access to Information (ATI) requesters seeking information concerning the firearms program. **Treasury Board Secretariat** oversees the payment of contributions covering the Government's share of employees' insurance premiums and expenditures such as the Public Service Health Care Plan and the Public Service Dental Plan. Calculation of the premiums is based on TB policy of 8% of salary expenditures. This contribution is separate from Employee Benefits Plan calculations that are incurred and reported by departments.
11. **Revenues:** Revenues are credited to the Consolidated Revenue Fund and are not available to CAFC as offsets to expenditures.

## SECTION IV – OTHER ITEMS OF INTEREST

### 4.1 Effective Management of the Centre

The CAFC has the lead responsibility for administering the Canadian Firearms Program, a horizontal program involving more than ten other federal organizations, having close program links with other levels of government and with Aboriginal and other community organizations. To support the agency in achieving its Strategic Outcome of minimizing risks to public safety from firearms for Canadians and international communities, CAFC requires an effective corporate infrastructure.

The corporate infrastructure for supporting the Centre includes:

- **Commissioner's Office**

The Commissioner of Firearms is the head of the Canada Firearms Centre (CAFC) and is responsible for the operation and administration of the CAFC as well as overall responsibility for the Canadian Firearms Program. The Commissioner reports to the Minister of Public Safety and Emergency Preparedness Canada. The Commissioner is supported by the Chief Operating Officer, the Chief Financial Officer, the Director General Policy, Communications and Consultation, the Director, Human Resources and Senior Counsel. A Program Advisory Committee of non-CAFC representatives has been formed to advise the Minister through the Commissioner on the administration of the Firearms Program.

- **Program Operations**

Activities to support the Chief Operating Officer in: federal Chief Firearms Officer (CFO) operations, Firearms Program licensing and registration operations and public agency activities, the management of provincial CFO roles and relationships, operation of the Central Processing Site and Canadian Firearms Registry, the 1-800 call centre, maintenance and analysis of program performance data and the management of the Program's Information Technology infrastructure.

- **Policy, Communications and Consultation**

Activities to support strategic policy development and research, coordinate legislative/regulatory assessment and proposals, integration of agency and portfolio initiatives, planning and executing consultation and collaborative projects with Program partners, Aboriginal and other communities, the voluntary sector, other governments, and professional groups, leading or participating in international initiatives, production of communications materials to support Program compliance, responding to client and parliamentarian enquiries, ATIP and executive services operations, and translation and editing services.

- **Human Resources**  
Human resources activities to support the organization and participation on corporate public service activities.
- **Finance, Administration, Audit and Evaluation**  
Financial, administrative and procurement activities of the CAFC including interactions with central agencies on financial and administrative activities; and audit, evaluation and performance measurement activities.

## 4.2 Results Achieved in 2004-2005

Results achieved in 2004-2005, as it relates to the Effective Management of the Centre, are presented below.

### ***Extent to which the Program is cost-effective and meets client service standards***

Today, the direction of the Canada Firearms Centre reflects experience and lessons learned through Program operations since the implementation of the *Firearms Act* in December 1998.

The CAFC provides timely and accessible client services and information via numerous channels in response to individual, business, law enforcement and partner needs regarding firearms control in Canada. This includes up-to-date on-line Program information and transactional services for our clients. These services enable Canadian businesses and individuals, as well as law enforcement agencies, to efficiently perform transactions or obtain information using a secure and reliable platform. Furthermore, CAFC is committed to maintaining the security and privacy of the data provided by our clients, in the Canadian Firearms Information System.

The Program's national call centre receives close to a million calls per year. The response time for these calls averaged just over two minutes. As well, CAFC's web site acts as a gateway to electronic services and provides timely, accessible information on all facets of the organization, the *Firearms Act* and its compliance activities. During the 2004-2005 period, the web site received in excess of 800,000 visits. During the same period, 65% of registration applications submitted were done through the Program's on-line registration service and over 36,000 transfers were performed using the on-line transfer capability.

During the initial licensing load up phase (December 1998 to January 1, 2001), over 50% of licences were issued within a one-year period. Unless measures were taken to balance out the distribution of licence expiry dates, workloads would be very high one out of every five years. In order to avoid this situation, over 700,000 Possession-only (POL) licensed clients had their licence expiry dates extended in the fall of 2004. This exercise resulted in an even annual distribution for the renewal cycle of licences. This promoted Program efficiency in management of its resources by avoiding increased staff requirements every five-year cycle and also ensured a consistent level of service delivery.

The Canada Firearms Centre and its partners also focussed on how work can continue more effectively by simplifying and streamlining their processes and organizational structure. For example, in collaboration with CFO's and the Registrar of Firearms, transfer procedures and forms were restructured to promote efficiencies in process and improvements in client service. As well, the on-line registration application, accessible via the Program's web site, was modified to enhance the means of collection of data and promote accuracy of information.

CAFC continues to meet the published service standards for properly completed licence and registration applications.

### ***Continued, targeted consultations and outreach with key stakeholders***

The making of new and amended *Firearms Act regulations* in December 2004 provided legislative and regulatory certainty and allowed for better planning and use of resources.

Consultations completed as part of the Ministerial Review helped determine some new and revised Program requirements, including further streamlining of firearms licence renewal processes, and the elimination of fees for the registration and transfer of firearms.

A report of public consultations held in Fall 2003 was posted on the CAFC Website in August 2004. The report summarizes the results of discussions on the delivery of the Firearms Program and on then proposed regulatory changes.

The Program Advisory Committee, comprised of individuals with firearms expertise and interest external to government met twice in 2004-2005 to discuss technical, enforcement, and research issues that impact the Firearms Program. Committee members also provided advice on quality of service, and the Firearms Program continuous improvement plan and management.

### ***Aboriginal and/or Other Communities and Organizations (AOCO) Funding Program***

The Red Sky Metis Independent Nation collaborated with the CAFC to support and promote the Canadian Firearms Program among Metis, First Nations, and non-Aboriginal people located in rural and urban locations throughout northwestern Ontario. "Red Sky" established and operated an impressive outreach service that delivered safety training and testing, licence and registration assistance, firearms verification, and general information about the *Firearms Act* to over 5,000 individuals.

The CAFC continued to work with the Tribal Chiefs Association to advance a safety education and training initiative among several First Nations located in the Treaty 6 area of north-eastern Alberta. These First Nations have focused on incorporating aspects of firearm safety and provincial and local hunting safety courses into their on-reserve school curriculum.

A collaborative research project was initiated with the University of New Brunswick to address firearms issues in rural New Brunswick and Prince Edward Island. This project is expected to educate the public about firearms safety and inform inter-agency response, intervention and prevention strategies aimed at firearm safety risks.

### ***Program transparency and public enquiries***

In keeping with the CAFC's commitment for increased program transparency, in 2004-2005, 77 Access to Information requests, 75 Privacy requests, and 23 consultations from other government departments were processed to address the general public and stakeholder interests.

In 2004-2005, Executive Services prepared over 500 letters of response for the Minister and 30 letters were prepared by the CAFC to address program interests and concerns raised by stakeholders and the general public.

More than 570,000 public inquiries via telephone, e-mail, regular mail and fax were responded to. Fifteen bulletins that provided timely notification of program changes were issued to specialized audiences such as firearms businesses and police.

The CAFC Web site was revamped in November 2004 to improve access to Firearms Program services and program information and to increase ease of navigation. The Web site acts as a gateway to on-line services and provides accurate, timely, accessible information on all facets of the organization. More than 800,000 CAFC Web site visitors were registered in 2004, an increase of more than 30% from 2003.

### **Human Resources Management**

#### ***Fulfilling preparatory work required to ensure successful implementation of the Public Service Modernization Act (C-25)***

All preparatory work required for the coming into force on April 1, 2005 of the new/modified *Financial Administration Act* (FAA) and *Public Service Labour Relations Act* (PSLRA) has been completed at CAFC. As well, under PSLRA an informal Conflict Resolution System (ICMS) has been established to facilitate the resolution of workplace issues, and a CAFC Steering Committee has been set up to implement Human Resources Modernization.

#### ***Employee satisfaction***

As a first step to assessing employee satisfaction CAFC conducted a survey of official languages to determine the extent to which the Department was meeting its obligations under the *Official Languages Act*. Once the survey results have been analyzed, they will serve to develop the Department's initial three-year plan on Official Languages.

***CAFC's workforce is effectively aligned with the Program's objectives, through effective employee recruitment and retention***

Staffing processes at CAFC reflect the values of fairness, equity and transparency. As a result of effective and efficient staffing practices, appeals made to certain staffing actions have all been dismissed.

Human resources experts assist CAFC managers with their recruitment strategies.

In addition, CAFC is currently developing and implementing policies and directives in support of employment equity and official languages objectives and putting in place initiatives and best practices to support diversity

**Finance, Administration, Audit and Evaluation**

***Enhanced, transparent reporting***

CAFC continues to move forward in the availability of information on the cost of the Program to parliament and to the Canadian public. In 2004-2005 CAFC published its first Report on Plans and Priorities (RPP) its' first Departmental Performance Report for 2003-2004 and Public Accounts for 2003-04. All of these documents were tabled in Parliament in October 2004. Included in the RPP and DPR were financial tables on Horizontal Reporting and Full Federal Cost of the Program, the latter addresses the Office of the Auditor General's recommendation on transparency and reporting of on full costs of the Firearms Program to parliament.

***Management Accountability Framework***

TBS provided feedback to CAFC on the Management Accountability Framework. While some areas requiring attention were identified, TBS recognized that CAFC had made solid progress in its first year of operations as a department.

***Stewardship and Probity of Resources Used***

CAFC continues to report to parliament using the reporting mechanism developed by central agencies such as DPRs, RPPs and Public Accounts.

***Improved public confidence in the management of the Firearms Program***

Through the continuous reporting of resources spent, priorities achieved, and outcomes established, confidence in the management of the Program has improved. An Audit and Evaluation plan was established and the results will be posted on CAFC's web site.

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