

MEMORANDUM OF UNDERSTANDING

BETWEEN

THE DEPARTMENT OF NATIONAL DEFENCE

AND

Agriculture and Agri-Food Canada; Atomic Energy Canada Limited, Canada Border Services Agency; Canadian Food Inspection Agency; Canadian Nuclear Safety Commission; Canadian Security Intelligence Service; Communications Security Establishment Canada; Defence R&D Canada; Department of Fisheries & Oceans; Environment Canada; Health Canada; Industry Canada; Infrastructure Canada; National Research Council Canada; Natural Resources Canada; Public Health Agency of Canada; Public Safety and Emergency Preparedness Canada; Public Works and Government Services Canada; Royal Canadian Mounted Police; Privy Council Office; Transport Canada; Treasury Board of Canada

CONCERNING

THE CENTRE FOR SECURITY SCIENCE

AND

PUBLIC SECURITY SCIENCE & TECHNOLOGY

1. INTRODUCTION

- 1.1 Public Security Technical Programs (PSTP) are an essential aspect of the federal government's public safety and security agenda, which endeavours to position science and technology (S&T) as a strategic *lead* investment through efforts to collaboratively deliver S&T solutions that advance Canada's national capabilities to prepare for, prevent, respond to, and recover from high-consequence public safety and security events. The PSTP encompasses a broad range of subject matter which is currently organized into four theme areas:
- Chemical, Biological, Radiological/Nuclear, Explosive (CBRNE) Defeat
 - Critical Infrastructure Protection (CIP)
 - Surveillance, Intelligence & Interdiction (SII)
 - Emergency Management & System Integration (EMSI)
- 1.2 Investments in these theme areas are coordinated through the DRDC Centre for Security Science (The Centre for Security Science) which is a joint endeavor between DND and Public Safety and Emergency Preparedness Canada (PSC). The Centre for Security Science provides S&T services and support to address national public safety and security objectives through its Public Security S&T Program and other activities. The Centre for Security Science's capabilities lie in leading and administering research, development, testing and evaluation of technologies, identifying future trends and threats, as well as developing a network of national and international S&T partners within the public safety and security communities. This Memorandum of Understanding (MOU) covers all collaborative PSTP activities undertaken by Centre for Security Science and the parties to this (MOU).
- 1.3 This MOU between the Department of National Defence (DND) and Agriculture and Agri-Food Canada; Canada Border Services Agency; Canadian Food Inspection Agency; Canadian Nuclear Safety Commission; Canadian Security Intelligence Service; Communications Security Establishment Canada; Defence R&D Canada; Department of Fisheries & Oceans; Environment Canada; Health Canada; Industry Canada; Infrastructure Canada; National Research Council Canada; Natural Resources Canada; Public Health Agency of Canada; Public Safety and Emergency Preparedness Canada; Public Works and Government Services Canada; Royal Canadian Mounted Police; Privy Council Office; Transport Canada, Treasury Board of Canada; hereinafter referred to as the "Participants", describes an arrangement being entered into by the Participants in order to facilitate the implementation and conduct of public security collaborative S&T projects, activities and studies through the Centre for Security Science.

2. ABBREVIATIONS

ADM (S&T)	Department of National Defence, Assistant Deputy Minister, Science and Technology
AP	Acquisition Technology Project
BIP	Background Intellectual Property
CBRNE	Chemical, biological, radiological, nuclear, explosives
Contributing Participant	A Participant that contributes resources to a specific Public Security Project
CRTI	Chemical, Biological, Radiological and Nuclear Research and Technology Initiative
CPRC	Canadian Police Research Centre
FIP	Foreground Intellectual Property
First Responder	An authority accredited to attend and exert control and jurisdiction over the site of a public security event
IS	Interdepartmental Settlement
Cluster	<p>Clusters are communities of subject matter experts in scientific, technical, operational and policy domains who come together as a combined result of their home organizations' mandates and their own professional interests to work collectively on scientific and technical issues of relevance to public security.</p> <p>Cluster Leaders are:</p> <ol style="list-style-type: none">i. Appointed by the PSTP Steering Committee for a term of 2 years, with leadership ultimately being shared by all participating organizations;ii. To provide a written report against the business plan, annually to the PSTP Steering Committee on Cluster activities and accomplishments;iii. May be led by one person, or by 2 Co-Chairs as a representation of the wide variety of considerations within this Cluster; andiv. Are supported by a "Champion" who is a senior Federal Government official with a leadership role in the domain of the Cluster.
OGD	Other Government Department(s)

Project	Specific collaborative activity described in a Project Charter or other project proposal/arrangement under this MOU.
Studies and Activities	Refers specifically to non competitive-project related activities such as a cluster exercise or a feasibility study required to gather information and requirements before a project can be defined. Initiation and tracking/reporting of these activities are described in this MOU. Studies and Activities will be added as annexes to this MOU.
Project Charter	A document which specifically details the terms of collaboration on a Project between two or more Participants. Project Charters will be added as annexes to this MOU and will include competitive projects.
PWGSC	Public Works and Government Services Canada
RD	Research and Technology Development Project
S&T	Science and Technology
PSTP SC	PSTP Steering Committee
PSTP PMB	PSTP Program Management Board
PSTP AB	PSTP Advisory Board
PSTP	Public Security Technical Programs
CANUS PSTP Secretariat	US-Canada bilateral PSTP Program Secretariats –CRTI, PSTP, CPRC
TA	Technology Acceleration Project
TBS	Treasury Board Secretariat
TD	Technology Demonstration Project

3. OBJECTIVES AND SCOPE

- 3.1 PSTP activities are carried out by the Centre for Security Science. PSTP programs that fall under Centre for Security Science purview include CRTI, PSTP and CPRC and each are formally mandated to implement their respective activities as directed by specific Federal Government Budget Plans and according to Treasury Board Secretariat (TBS) direction. Although it is recognised that the nature, scope and dimension of each program is different, there are common elements relating to program governance, oversight, financial processes, transactions and reporting that are common to the broad public security S&T domain. These common elements are described in this MOU.

The Centre for Security Science, through its component programs and according to the directions in this MOU, distributes PSTP funding to the Participants or receives funding from participants in order to accomplish one or more of the following:

- a. to deliver on approved specific AP, TA, RD and TD projects that originate through the PSTP competitive call for proposal process.
- b. to deliver on and conduct approved Cluster projects or activities as they execute their annual business plan. The transfer of funds, execution, monitoring and delivery of these Cluster activities is covered through this MOU.
- c. to carry out research and coordinate or perform organisational activities on behalf of one or more participants to this MOU.

3.2 The financial objectives of this MOU are to:

- a. provide the framework for the transfer of funds from the "Programs" to the lead participant, in respect of all projects and cluster activities;
- b. describe the accounting and reporting requirements to the "Programs" to be used on Project expenditures and cash flows and to provide authority for the development of a Project Charter containing a detailed budget in the context of AP; and,
- c. in the context of TA, RD and TD projects originating through a call for proposal and all other cluster studies, projects and exercises: provide authority for initiation of a Project, in the case of competitive call projects, to initiate the development of a Project Charter by the Project Manager; for cluster studies, projects and exercises, to initiate the development of a project description and participant commitments,
- c. establish the framework for delivery of "Program" Projects between the Participants; identify respective responsibilities, accountabilities, and reporting in the execution of a Program Project.

4 ORGANIZATION, GOVERNANCE AND MANAGEMENT

Given the horizontal, multi-departmental nature of the Programs and the integrative role of the Centre for Security Science, a strong and empowered governance construct is essential. The framework for this construct has been established through the PSTP SC that gives strategic and directional guidance to the Centre for Security Science and the PSTP PMB that oversees operational aspects of program delivery. The following will be the Terms of Reference for these oversight committees and may be revised through direction of the co-chairs.

4.1 Public Security Science & Technology Program Steering Committee

Mandate:

The PSTP SC provides strategic policy direction and oversight of public security S&T programmatic activities carried out under approved public security Treasury Board Programs (CRTI, PSTP, CPRC). The scope of decision making and influence for the PSTP SC encompasses the approval of programmatic strategic outcomes and associated logic maps, performance and risk management

approaches. It ensures program alignment to Government of Canada public security issues and is the approval/decision making body for articulated multi-year investment priorities. PSTP SC will provide advice on the overall balance of investment across project types, priority domains and across the event spectrum. The PSTP SC provides feedback on the program(s) delivery; will approve department/agency representation on the PMB committee and will approve nominated cluster leaders. The PSTP SC also recommends membership of the PSTP Advisory Board.

Co-Chairs:

DND ADM (S&T) and Public Safety and Emergency Preparedness Canada -- SADM EMNS

Membership

Membership comprises **ADM level** Departmental representation from departments and central agencies participating in the mandated public security S&T programs. PSTP SC co-chairs may invite ADM-level members from other agencies and departments. Moreover, specific agenda items may lead to the extension of invitations to representatives of other organizations. The chairperson of the PSTP Advisory Board will be an ex-officio member of the SC.

Meetings

There will be two regular PSTP SC meetings each year in accordance with the business cycles established by the mandated programs. (Note that these cycles will be harmonized to the greatest degree possible.)

- A fall meeting will validate strategic and policy considerations and will result in affirmations, corrections, alterations of specific PSTP strategic development plans and S&T investment priorities. This meeting will also serve to review the larger policy landscape and advice and provide direction on emerging issues and gaps.
- A Spring/Summer meeting will be where the Public Security Technical Program Management Board (PMB) will seek approval for specific priorities to be reflected in the programmatic "Call for Proposals" (due June/July). It will also focus on the annual activity and operational plan where PSTP project and portfolio plans will be tabled for approval.

In addition to specific agenda items, each meeting will include the following standing items: Update on CSS, Update PSTP, Update CPRC. The PMB will also be expected to report on action items from the preceding PSTP SC meeting.

Additional meetings of the PSTP SC may be called on an extraordinary basis.

Guiding Principles

- The Committee will strive to operate by consensus. In the absence of consensus, the Co-Chairs will decide.
- Decisions on project selection, budgeting, and evaluation, will be guided by defined criteria, consistent with TBS and other government policies and directives, and set out in the associated PSTP framework documents.
- Members are expected to make known to the PSTP if they consider themselves to be in a real or potential conflict of interest on any given issue.

Interaction with the Program Management Board

The PSTP SC co-chairs will consult the PMB co-chairs to define agenda items for the PSTP SC meetings and will convey minutes and reports/actions/advice/direction on items emanating from the PSTP SC meetings within 2 weeks of the meeting. PMB co-chairs will provide pertinent information and briefings material at least two weeks prior to the PSTP SC meeting date.

4.2 Public Security Science & Technology Program Management Board

Mandate

The PSTP PMB will provide oversight of TBS mandated public security S&T programmatic activities in relation to progress on operational delivery, implementation planning and investment priority setting. Where appropriate, the PSTP PMB will make recommendations to the PSTP SC based on the consensus achieved at its meetings. The scope of decision making and influence for the PSTP PMB encompasses the review and recommendation to PSTP SC approval of the programmatic strategic outcomes and associated logic maps, performance and risk management approaches. It reviews and recommends to PSTP SC the multi-year project investment and cluster investment priorities and plans and is the approval/decision making body for articulated annual investment priorities. PSTP PMB oversees examination and analysis of capability needs and gaps as a basis for investment decisions.

Chairs

DG DRDC Centre for Security Science and DG Emergency Management Policy PSEPC

Membership

Director and Director General representation, (as nominated by PSTP SC) from participating departments and central agencies. Members from additional departments may be identified at the agreement of the committee and approved by the PSTP steering committee. Where an agenda item requires, PMB co-chairs may invite representatives from other agencies and departments. Science Cluster leaders are standing invitees in an ex officio capacity at PMB meetings. Cluster leaders may be present in a dual capacity where they are their departments/agencies formal nominated representative on PMB. Appendix 3 outlines the Terms of Reference for Clusters.

Ex-Officio Membership - Cluster Leaders

The current and anticipated PSTP cluster communities are shown at Appendix 3. Clusters develop a long term strategic plan to articulate desired outcomes over a 3 to 5 year frame and an annual business plan with specific in year goals and objectives. The development plans and activities to be supported through PSTP need to be considered and validated by PMB and tabled for information at PSTP SC. Cluster Leaders who represent their broad S&T domains to PMB and PSTP SC are nominated through PMB for approval at PSTP SC.

Meetings:

There will be up to four PMB meetings annually. Three of these will be regularly scheduled to reflect imperatives of the CSS business cycle.

- A Spring/Summer meeting will occur generally four weeks before the spring/summer PSTP SC meeting and will consider programmatic investment priorities for the upcoming call for proposals. This meeting will also serve to discuss program strategic directions and issues. The outcome of this meeting will be a series of recommendations for PSTP SC approval required before the call.

- A fall PMB meeting will occur generally 4 weeks before the fall PSTP SC meeting. This meeting will provide a summary and analysis of the results from the call for proposals and, where necessary, discuss issues arising and recommend corrective actions. It will also frame strategic issues and status for presentation at the fall SC meeting.
- A winter meeting (Jan/Feb) will take the form of a one day workshop which will focus on the results of the call for proposals (recommended project approvals) as well as providing a forum for clusters to outline their strategic status and annual business plan. PSTP PMB approval of annual cluster activities and budget will be sought at this meeting.
- A fourth meeting, and possibly additional meetings, may be scheduled at anytime to address urgent issues.
- In the absence of one of the DG (CSS or PS) co-chairs for PMB meetings, delegation is possible to either another DG from participating members (the MOU) or Director. Delegation below Director is not possible.

Guiding Principles

- The Committee will strive to operate by consensus.
- Decisions on project selection, budgeting, and evaluation, will be guided by defined criteria, consistent with TB and other government policies and directives, and set out in the PSTP Framework.
- Members are expected to make known to the PMB if they consider themselves to be in a real or potential conflict of interest on any given issue.

Interaction with the Centre for Security Science (CSS)

The Centre is expected to develop and propose the following to the PMB which in turn will recommend approval, where appropriate, to the PSTP SC:

- Capability "road map" and prioritized requirements;
- Targeted and general investment priorities and associated lead federal departments;
- Funding envelopes;
- Annual operational plan;
- Sustainability plan;
- Cluster development plan and progress;
- Annual reports of progress against goals; and
- Program evaluations and audits.

4.3 Centre for Security Science Component PSTP Programs

There are at present three component PSTP Programs in the Centre for Security Science. They are:

The Chemical, Biological, Radiological-Nuclear and Explosives Research and Technology Initiative (CRTI)

The Public Security Technical Program (Pstp)

The Canadian Police Research Centre (CPRC)

They are described in Appendix 1.

4.4 Reporting Structure:

- a. The PSTP Program Secretariats discharge the following mandate:
 - i. Develops, coordinates and manages “Program” administrative and program policies and procedures according to the annual business cycle, including: Project selection (for TA, RD, and TD through competitive calls and for cluster studies, projects, exercises and activities); financial management; intellectual property (IP) management; communications; program performance evaluation; access to information program (ATIP); and selection of cluster/community of practice studies and activities.
 - ii. Co-ordinates the quality and relevance reviews of the Project selection process.
 - iii. Prepares the “Program” annual report.
 - iv. Co-ordinates international arrangements.
 - v. Liaises and interfaces with Project Managers.
 - vi. Liaises with Cluster teams
 - vii. Determines with cluster or community leads the need for specific studies and/or exercise priorities.
 - viii. Provides support to the PMB and SC.
 - ix. Identifies opportunities and issues for referral to the PMB and SC, and provides research, analysis, and other advice as requested by the PMB and SC.
 - x. Co-ordinates communications and consultation events and is responsible for communications and publications.
 - xi. Co-ordinates and manages the “Program” contribution to the Centre for Security Science Knowledge Management/Information Management program.
 - xii. Manages disputes at the program level, and brings unresolved issues to PMB and SC for resolution.
- b. **Project Champion (PC):** The PC is responsible to the SC for ensuring a Project meets its objectives within schedule and budget. PCs will be appointed by the lead Participant. The PC will typically be a science manager at the DG level or higher.

- c. **Project Review Committee (PRC):** The PRC is chaired by the PC and contains management representatives, typically at the Director General or equivalent level, from the other Participants. The PRC provides oversight of the Project, including approval of changes to Project Charter objectives, schedule and cash profile, recommends changes in the Project's "Program" allocation of funds to the SC for approval, and addresses other exceptional circumstances that cannot be resolved by the Project Team. The PRC meets at least once annually.
- d. **Project Manager (PM):** The PM is appointed by the Project's lead Participant. The PM is responsible to the PC for day-to-day management of the Project, consistent with its objectives, schedule and budget and to the "Program" Secretariat for project oversight and reporting requirements. From time to time, a PM may be established with approval from the lead participant, as point of contact and responsible authority for a cluster study, project, exercise and/or other activity.
- e. **Project Scientist (PS):** A project may appoint a senior scientist who is responsible for the conduct of the technical activities. The PS is accountable to the PM.
- f. **Portfolio Manager:** Assigned by the "Program" Secretariat Director. Works with the PM to ensure that the Project is advancing according to plan; represents the "Program" on the PRC and co-ordinates changes to the Project plan with the PRC.
- g. **Project Team:** Is led by the PM or PS. Includes representatives from each Contributing Participant. Supports the PM in the accomplishment of the Project objectives.

4.5 PROJECT INITIATION

The Project Charter will be developed in consultation with the Portfolio Manager.

Within three months of Project approval by the SC, the PM identified in the Project proposal, will develop a Project Charter. The Project Charter will be based on the Project proposal submitted and approved by the SC and include sign-off of all Participants.

The Portfolio Manager will review and recommend project approval by the Program Director, Secretariat based on the delegated authority from ADM (S&T). The PRC will review and recommend Project initiation sign-off through the Secretariat and ADM (S&T) on to the SC for approval.

Each Project Charter or cluster study, project or exercise arrangement will include specific provisions, consistent with this MOU, concerning the objectives, scope, sharing of work, management structure, financial arrangements, contractual arrangements (if required), disclosure and use of information and security classification for the applicable Project Charter. Project Charters will conform to the format at Annex A (Sample Project Charter). Wherever a Project Charter provision deviates from the provisions of this MOU, this will be expressly stated; otherwise, where provisions are the same, they will not be repeated in the Project Charter. The Project Charter will outline who is responsible for particular objectives. Cluster studies, projects and exercise arrangements will outline who is responsible for particular objectives.

5 FINANCIAL AND CONTRACTUAL ARRANGEMENTS

The following financial arrangements apply to the projects and activities defined under Appendix 2.

FINANCIAL ARRANGEMENTS

- 5.1 ADM (S&T) is accountable to the DND Deputy Minister for the financial performance of the Centre for Security Science programs, consistent with Treasury Board (TB) guidelines, budget allocation and the government's financial rules, regulations and procedures. The Program Secretariat Directors are accountable for day-to-day management of the "Programs" to the Director General Centre for Security Science, who is in turn accountable to ADM (S&T).
- 5.2 Recipients of Centre for Security Science funds for projects or studies or other Centre for Security Science funded activities will assume responsibility for received funds in accordance with approved Project charter or other arrangements (eg. cluster study or exercise) and will follow their Departmental expenditure authority.
- 5.3 The recipients will be responsible for procurement services and for cash managing in-year funds. Unexpended funds must be returned to DND/DRDC to apply against other "Program" Projects. Where this is not possible, unexpended "Program" funds will be managed within DND cash management authorities.
- 5.4 DND cash management authority will be utilized to allow for adjustment of the funds' 5-year cash profile, including both carry-forward of unspent in-year funds and advance of future-year funds.
- 5.5 DND will provide for in-year transfers of funds between votes when required.
- 5.6 The Secretariat Directors will maintain oversight of program finances. The Participants will be responsive to the Secretariat Directors, via the respective PMs, for provision of periodic expenditure and cash flow information, as well as expenditure forecasts.
- 5.7 "Program" funds transferred to Participants can be applied against departmental incremental costs in support of the Project, and/or used to contract with the private sector and/or academia, as established in the Project charter.
- 5.8 Eligible departmental incremental costs include, for Technology Acceleration and/or Research and Technology Development Projects: capital costs; salaries and benefits for Public Service employees including overheads, Project management, operations and maintenance costs in direct support of the Project execution.
- 5.9 Cash requirements for each year of a multi-year contract will be identified in the Project Charter and will form part of the respective departmental transfer.
- 5.10 Lead federal Participants will be able to retain capital items purchased using Program funds; they will also be responsible for recording and accruing capital assets according to their respective departmental guidelines. Because AP funds will be distributed through the Supplementary Estimates process, all expenses will be charged to the lead federal Participant's appropriation, meaning the asset can be recorded as per the applicable local process.

- 5.11 TA, RD and TD projects are funded with Vote 1 funds. AP projects are funded with Vote 5 funds. Capital items are not to be purchased using Vote 1 funds.
- 5.12 Cluster activities—workshops, exercises and studies are funded with Vote 1 funds.
- 5.13 Participants may hire new employees to conduct “Program” Projects. Departments will assume employment continuity responsibility beyond Project completion. Where new positions are created, employee benefits and accommodation costs, where appropriate, will be extracted from the Project funds.
- 5.14 The lead Participant will report expenditures consistent with the “Program” expenditure control mechanism on a quarterly basis. For program funded projects, a detailed accounting of expenditures by Reporting Object will be submitted by the lead Participant within 2 weeks of the fiscal year end.
- 5.15 Financial accountability will be in accordance with the *Financial Administration Act* as administered by each Participant.

Matching Funds

- 5.16 Participants to each AP, TD, RD and TA Projects and other categories of activities will be expected to provide in-kind effort or direct financial support to the Project. Matching funds used to support “Program” projects will be included as part of the regular financial information reports to be filed pursuant to the “Program” reporting process outlined in the individual Project Charters and are subject to audit. The “Program” share will not exceed 67% of the total Project effort, with the matching funds making up the balance of the total Project costs.
- 5.17 Participants' matching funds may include in-kind effort comprising salaries and related overheads, and/or operating costs for major facilities. An auditable, detailed accounting of all in-kind contributions must be maintained by all project participants.
- 5.18 Participants may include as their matching funds contributions from Project team members identified in the Project Charter. These can include University overheads in accordance with the current arrangement with the Association of Universities and Colleges of Canada (AUCC). Overhead rates for other Project Participants will be considered in accordance with Public Works Government Services Canada (PWGSC) overhead rates for contracted research services.
- 5.19 Reductions in overhead charges will be considered as an in-kind matching fund.
- 5.20 Contributions in the form of foregone or reduced profit calculated in accordance with the PWGSC Profit Policy will be considered as matching funds.
- 5.21 Project Participants' matching funds may comprise direct financial support to a “Program” Project. Management of such support within the Project will be determined by the PM.

- 5.22 Participants may solicit financial support from other federal programs as a contribution to the Project. These contributions will respect any stacking provisions (extent of financial leverage conditions) associated with these federal programs.
- 5.23 Members of Clusters may consider their in-kind effort provided to the management and operations of the cluster as matching funds for AP directed to the Lab Cluster members. The in-kind effort may be spread over a determined number of years.

Leveraging of international programs will be considered to be matching funds by the Project Participants, provided that this leveraging is quantified in a MOU, arrangement, or equivalent document.

Distribution of Funds

- 5.24 Funds for each Project will be distributed according to the following mechanisms:
- 5.24.1 This MOU establishes the financial and Project responsibilities to be undertaken in the execution of PSTP Projects.
 - 5.24.2 For all project types excluding AP, and notwithstanding the criteria for IS transfer described below, funds will be transferred via the IS mechanism by the Secretariat from DND to the respective lead federal Participant to set up OGD Suspense Accounts, in accordance with the approved Project Charter and in consultation with the PM. Transfer using the IS mechanism is contingent upon the sanctioned activity being consistent with the DND criteria established for appropriate use of IS transfers as outlined in Appendix 2 below.
 - 5.24.3 For AP, funds will be transferred through Supplementary Estimates to the lead federal Participant.
 - 5.24.4 Participants will assume responsibility for received funds in accordance with the Project Charter and will respect their expenditure authority. All recipients of Program funds are subject to the applicable provisions of this MOU.
 - 5.24.5 Program monies allocated to lead Participants which are thereafter paid out to third parties in satisfaction of the contractual commitments of the lead Participant, are not to be treated as grants or contributions, but rather, as payments under a contract and are subject to all applicable Treasury Board policies and procedures.

Financial and Program Reporting Requirements

- 5.25 Participants will provide an annual report to the SC (via the Secretariat) and to the Minister of National Defence on major achievements and successes in Centre for Security Science Program Projects.
- 5.26 The Program Secretariats are responsible for the reporting of Program activities and anticipated benefits within all central agency planning documents; e.g., the Business Plan of National Defence, and the Annual Performance Report.

- 5.27 Participants will provide the Secretariats, within thirty (30) days of the end of each quarter of each fiscal year, a report of actual expenditures and a forecast of expenditures for the balance of that fiscal year.
- 5.28 The Secretariats will recover at year-end any unspent advances in accordance with the Receiver General for Canada and TBS policies regarding OGD advances. The Secretariat will arrange for the full carry-forward of these unspent funds for reallocation the following fiscal year.
- 5.29 Within fifteen (15) days following the reconciliation of the advance, the Participants will provide the Secretariats an accounting of expenditures of Program funds incurred by reporting object level.
- 5.30 Participants will also provide to the Secretariats within sixty (60) days following the end of each fiscal year, the necessary Program Project status and completion reports.
- 5.31 The Secretariat will maintain an ongoing database of current and forecasted Program expenditures and detailed information on the performance and successes of the major Program activities.
- 5.32 Participants will be required to report current and forecasted expenditures in a manner consistent with the Program Secretariat's reporting obligations.

6 CONTRACTUAL ARRANGEMENTS

PWGSC will provide contracting services for the procurement of goods and services for Program Projects, unless the procuring Participant has exceptional contracting authority or is procuring goods and services whose value is within its procurement authority.

Multi-year contracts employing Program funds are expected. Cash requirements for each year of the multi-year contract will be included in the project charter, and will form part of the respective departmental transfer.

The maximum size of any contract for a Program Project will be dictated by the approved Project envelope and TB directives concerning national contracting practices.

Universities participating in Program Projects will receive funds via contract, as opposed to grants and contributions.

7 PROJECT TERMINATION

The Secretariat Director, in consultation with the PC and the contracting authority where necessary because of project contracts, will make recommendations regarding the termination of a Project to the SC, whose decision will be final.

Scenarios that may lead to termination could include:

- i. Deliverables/Milestones not met.

- ii. Forecast inability to deliver (e.g. key personnel have left the department or Project).
- iii. Failure of a contractor to meet contractual obligations and/or Program MOU reporting requirements.
- iv. Change in Program investment priorities.

Procedures for Project termination will be included in the Project Charter. Project termination specifics must also be as outlined in the General Conditions included in any Contract funded under the PA.

8 PUBLICITY AND PUBLICATIONS

These are described in Appendix 4.

9 SECURITY

Participants in Program Projects may be required to possess valid security clearances, depending on the nature of the Project, in order to have access to information necessary for its execution. The Project Charter should identify where security clearances are required.

10 INCLUSION OF ADDITIONAL PARTNERSHIPS

If a new Participant is identified that would benefit the mandate of the Program, the existing Participants will be notified of the intent to include the new Participant at which time they will be given the opportunity to provide the Program Secretariat with any comments or concerns. Once all Participants have responded, the MOU will be amended and the new Participant will be invited to sign the MOU.

11 SETTLEMENT OF DISPUTES

Disputes regarding the interpretation or implementation of this MOU will be resolved only by consultation between/among the Participants and will not be referred to a national tribunal or any other third party for settlement.

12 AMENDMENT

This MOU may be amended only by mutual written consent of the Participants.

A Project Charter under this MOU may be amended based on the recommendation of the PRC with approval of the Program Secretariat.

13 DURATION, WITHDRAWAL AND TERMINATION

- 13.1 Subject to sub-paragraphs 13.2 and 13.3, this MOU will remain in effect until the mandate of the Program or any resulting project has been completed, whichever is the latest.

- 13.2 A Participant may withdraw from this MOU on presentation of 30 days written notice to the other Participant(s) and after satisfying any outstanding responsibilities under approved project charters.
- 13.3 This MOU may be terminated with the mutual written consent of all the Participants.
- 13.4 Any Program Project Charters in effect on the date of termination of this MOU will terminate at the same time as termination of this MOU. Any contractual obligations involving Program funds will be concluded as soon as practicable.
- 13.5 Unexpended Program funds will be returned to the Program. Financial reporting requirements will remain in effect until all program funds are properly accounted for in accordance with applicable RG and TBS policies.

14 EFFECTIVE DATE AND SIGNATURE

This MOU will enter into effect on the date of participant and DND signatures.

This MOU will be signed by representatives from the following departments: National Defence; Agriculture and Agri-Food Canada; Atomic Energy Canada Limited; Canada Border Services Agency; Canadian Food Inspection Agency; Canadian Nuclear Safety Commission; Canadian Security Intelligence Service; Communications Security Establishment Canada; Defence R&D Canada; Department of Fisheries & Oceans; Environment Canada; Health Canada; Infrastructure Canada; National Research Council Canada; Atomic Energy Canada Limited; Natural Resources Canada; Public Health Agency of Canada; Public Safety and Emergency Preparedness Canada; Public Works and Government Services Canada; Royal Canadian Mounted Police; Privy Council Office, Transport Canada, Treasury Board. This MOU may be signed by other departments as required.

_____ Date
 Defence R&D Canada

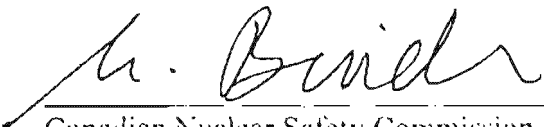
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Canada Border Services Agency

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Canadian Food Inspection Agency

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Canadian Nuclear Safety Commission

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Canadian Security Intelligence Service

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Communications Security Establishment Canada

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Department of Fisheries & Oceans

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Environment Canada

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Health Canada

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Industry Canada

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Infrastructure Canada

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National Research Council Canada

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Public Health Agency of Canada

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Public Safety and Emergency Preparedness Canada

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Public Works and Government Services Canada

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Privy Council Office

_____ Date _____
Royal Canadian Mounted Police

_____ Date _____
Transport Canada

_____ Date _____
Treasury Board

Appendix 1: Centre for Security Science Component PSTP Programs

Chemical, Biological, Radiological-Nuclear and Explosives Research and Technology Initiative (CRTI)

The Chemical, Biological, Radiological-Nuclear and Explosives Research and Technology Initiative (CRTI) enhances Canada's ability to prevent, prepare for, respond to, and recover from chemical, biological, radiological-nuclear and explosives (CBRNE) incidents, including terrorist and criminal acts, accidents and natural disasters, through investments in science and technology (S&T) initiatives. CRTI is a horizontal, interdepartmental initiative, which involves 19 federal government departments and agencies who play a role in public safety and security. These departments and agencies are brought together as members of Science Clusters: groups of federal laboratories and other government representatives comprised of S&T experts and their facilities that have a role to play in providing S&T advice and capabilities to protect Canadians against CBRNE threats. CRTI manages four Science Clusters in each of the C, B, RN and E domains, as well as one specializing in Forensics. Through these Science Clusters, a knowledge portal, exercises, workshops and other learning activities, CRTI has become a public security centre of excellence for CBRNE coordination and collaboration across three Canadian S&T sectors: government, industry and academia.

Public Security Technical Program (PSTP)

The Public Security Technical Program provides S&T research and development supports and services in three mission areas: Critical Infrastructure Protection (CIP); Surveillance, Intelligence and Interdiction (SI²) and; Emergency Management and Systems Integration (EMSI). CIP ensures the robustness, reliability and protection of physical and IT facilities, networks, services and strategic public and private sector assets from damage, disruption or destruction by acts of terrorism, natural disasters, accidents or criminal cyber attacks. SI² allows Canada to understand the threats to its national security and to identify the capabilities required to prevent, respond or mitigate those threats. EMSI focuses on the performance, integration and interoperability of national and international public security and emergency management capabilities and supporting systems. PSTP also plays a key role in supporting policy and decision making by offering all hazards vulnerability and risk assessment, technology forecasting and operational analysis. PSTP partners participate in Communities of Practice: groupings of stakeholders from government, industry or academia who share common interests in one particular area of work on which the Centre for Security Science focuses.

On the international front, CANUSPSTP addresses one of the goals of the Security and Prosperity Partnership of North America which is to establish a joint research and development program for security-related science and technology based on priorities established through a coordinated risk assessment. PSTP also provides the oversight, policies and operating procedures to undertake activities under the US/Canada Treaty on Critical Infrastructure Protection and Border Security.

Canadian Police Research Centre (CPRC)

The Canadian Police Research Centre (CPRC) provides leadership in the search for real-life solutions to the wide range of threats to the safety and security of communities and of the first responders who serve them.

CPRC encourages innovation, partnerships, and synergy by bringing together diverse groups that share a common interest, from across Canada and around the world, through a network of Technology Partner Associates. This enables the CPRC to enjoy excellent working relationships with local, provincial, national, and international law enforcement and other government agencies, as well as with many universities and other research groups, and a broad spectrum of industries, professional associations, and more. This network also ensures that a front-line perspective is reflected in everything CPRC does by working directly with first responder agencies. With the help of its partners, CPRC contributes to the development, refinement, and testing of new products, tools, and technologies in real operational settings, and helps to set professional standards for personal protective equipment, specialized clothing, and other tools for first responders. The fundamental knowledge resulting from studies conducted in partnership with various organizations provides the foundation for further advances in policy, procedures, and technology. CPRC also maintains an extensive virtual library that offers access to authoritative information on emerging trends, best practices, and more, and has recently introduced a searchable online catalogue. CPRC's involvement in these initiatives contributes to: improving quality; ensuring that evaluations are objective and; helping put valuable equipment and resources into the hands of the officers who need them as quickly as possible.

Appendix 2: Criteria for transfer of vote 1 funds using IS mechanism:

Subject to their passing the following screening criteria, transfers for multi year, multi-department, R&D projects will be through the Interdepartmental Settlement mechanism.

1. Can the selection committee and PMB confirm whether the planned activity resides solely within a partner department mandate or whether it is for jointly mandate or shared responsibility or, in some cases, falling through a gap.?
2. Can the selection committee and PMB confirm that the lead department is the most appropriate lead department and has or shares the mandate to deliver the benefits.
3. Can the selection committee and PMB confirm that the crown (for those projects involving an industry partner) will receive an appropriate tangible benefit.

Information to satisfy the criteria questions is gathered during the project proposal process. The criteria will be applied to each provisionally approved project. Where the PMB approves the selection committee recommendations it is also asked to verify the application of the criteria and subsequently endorse the decision on (or not) the use of IS.

PMB approved projects together with endorsed use of the IS mechanism will need authorization by DRDC financial officers.

Appendix 3: PROJECT CATEGORIES (for competitive call process)

Acquisition Technology Projects (AT)

Those Projects that establish or enhance the infrastructure and equipment of the Science Clusters and/or Communities of Practice that support the Program Objectives. They typically are: of 1 year duration, "off-the-shelf" purchase of existing technology, and have priority afforded to the most critical gaps in capacity, consistent with Cluster/Community of Practice roles and responsibilities. The goal is to increase capability and sustainability. Acquisition technology Project proposals are evaluated, prioritized and recommended to the PMB by the Cluster/Community of Practice teams based on their relevance to, and impact on, the respective implementation plans.

Research and Technology Development Projects (RD)

Those Projects that close the gaps in knowledge and capabilities of the S & T and operational communities so as to enable effective response to existing and future threats. They are typically 3 - 4 years in duration, of approximately \$1-4M in total resources, and encourage partnering and leveraging Through the requirement of having more than one federal partner.

Technology Demonstration Projects (TD)

Technology Demonstration (TD) project transitions S&T and early stage development systems into system level prototypes that can be used in an operational setting in order to demonstrate their impact and utility to operational communities. The objective of the TDP is to demonstrate technologies in the context of real and potential future Canadian prevention, preparedness, response and recovery capabilities, concepts, doctrine, operations, and equipment. They are generally 2-3 years in duration, of approximately \$1-2 M in total resources, and include federal, industrial, and responder partners.

Technology Acceleration Projects (TA)

Those Projects that accelerate the commercialization and transition to use by First Responders and other operational authorities of technologies that address key capacity gaps. They typically are: 0.5 - 2 years in duration, typically \$ 2-3M total resources, comprise technology that is "in-the-pipeline", and in which an industrial partner is required.

OTHER PROJECT AND OR ACTIVITY CATEGORIES

In addition to projects proposed and approved under the competitive call for proposals there exist several other categories of project or activity that may result in funding provided to or from participants. Where these originate from the cluster the activity should align with its annual workplan and be approved by the Cluster leader and Program secretariat. Where these originate from the Centre for Security Science or from a pan-cluster group approval from the cluster leaders and PMB will be sought. Responsibilities and accountabilities for these activities will be the same as for the projects funded under competitive calls.

Studies or exercises STDEX

Centre for Security Science programs fund a variety of collaborative, multi-department "studies" and or exercises. Typically these are research founded examinations of a Centre for Security Science related issue or theme which although deemed a priority gap would not constitute a Project in the sense of the call for proposals. Often for example, "studies" set out to

more completely define the problem space prior to calling for and funding more formal projects as described above. Studies can also contribute to background research and implementation activities that a Cluster may wish to propose that are aligned with its strategic development plan. Alternatively, a cluster led exercise, field or tabletop would fall into this category. Studies range in length from weeks to a maximum of 2 years based on the scope and dimension. The number, scope and progress of Centre for Security Science funded studies will be tabled with the Program Management Board for information.

Specified Capability Project SCP

The intent of this type of project is to address specified priorities that had not been satisfactorily addressed through earlier calls for proposals. These projects are assessed according to the recognized call for proposal review process: submission of a proposal, evaluation by independent reviewers, and approval by the PMB. The term specified can be applied to each of the 3 formal project categories defined above (TA, RD, TD). It does not apply to the AP type as by definition, these represent cluster formulated priorities to fill specific capability gaps. In essence, this type of project directs funds to specifically recognised, unfilled high priority capability gaps. The overall design of call for proposals is moving towards a more specific definition of requirements for each call. In this manner, all of the projects funded through PSTP will become in effect a “specified” capability project and so diminish the need to identify and fast track individual “specified” projects. It is anticipated however, that timing imperatives may occasionally require the use of this category.

Specified Transition/Exploitation/Sustainment Projects SXP

This category recognises the time imperative of exploiting and/or transitioning previous investments made by Centre for Security Science (CRTI) such that the end product can be taken up, used and / or deployed in a timely manner. The intent is to fast track products into a fully deployed status. It is not the intent to by pass the technology readiness continuum. It is also not the intent for this category to be an equipment procurement mechanism for responders and other agencies. In some cases, this category will be providing bridging funds to allow receptor agency to mainstream the deployment of the product.

Classified Projects CLSP

Classified projects may be of any type previously described. In furthering efforts to address capability gaps in the counter terrorism and intelligence communities Centre for Security Science has recognized the need for a process to accept, review and possibly fund classified projects. In view of the fact that agencies of Public Safety Canada are the primary developers of technologies related to intelligence gathering and in most cases, are partners in those developments, there is a potential difficulty in finding security cleared reviewers with the appropriate background. The following process for classified projects will be followed:

- a. If no private sector partners are involved, (i.e. only Centre for Security Science partner departments) then the Program management Board, on the advice of the pertinent Program Director will consider and approve, where appropriate, classified projects.
- b. If private sector partners are involved then the proposing department must either provide the names of three reviewers who do not have a conflict of interest in the project and have the necessary clearances. Alternatively, the proposing department could provide evidence of how they will proceed with any procurement while complying with Government of Canada policy on competition.

Centre for Security Science Activities Performed on Behalf of Participants

On request from participants, Centre for Security Science will perform specific activities, usually studies or other related S&T services and will receive funds for the same from one or more participants. The nature, scope and dimension of these studies and activities will be tabled for information to the PMB and SC.

Appendix 4: PUBLICITY AND PUBLICATIONS

1. Participants will provide copies of any reports, articles or publications to the appropriate program Secretariat for its review of possible security considerations 30 days prior to any release, distribution or planned publication.
2. Releases by Participants to the public or for internal use on the success or accomplishments of Projects carried out with Program funding, will recognize the support provided by the Program and, where appropriate, will be issued jointly.
3. All reports, articles and publications originating from Projects supported by Programs will acknowledge Program support
4. Participants will provide copies of reports, articles, or publications to the Secretariat upon publication, release, or formal distribution.
5. Participants will follow the distribution classification and checklist and guidelines as defined under the Centre for Security Science framework document.
6. Each Project will contain language determined mutually acceptable by the Participants with respect to the management of intellectual property (IP). Each Project will manage IP according to the following principles and in accordance with PWGSC policies and guidelines:
 - 6.1 Identification of, and any restrictions on, the "right of use" applicable to BIP will be established at Project initiation. Contributing Participants will normally make their BIP available to the extent appropriate for the successful execution of the Project.
 - 6.2 Contributing Participants will respect the rights and interests of collaborators with respect to divulgence or use of third-party information, or any previous commitments or licensing of BIP to third parties. The use of BIP owned by a third party will be the subject of a license agreement. Non-disclosure agreements will be employed when requested by Contributing Participants.
 - 6.3 Parameters for the ownership, management, administration and exploitation of FIP will be established at Project initiation. These parameters will favour the transfer and commercialization of Intellectual Property so as to maximize its access by First Responders and operational communities.
 - 6.4 Every reasonable effort will be made to support private sector participants in the commercialization of FIP generated in the course of a Project. This will typically result in either the granting of licenses or the vesting of title to the FIP to the private sector Participants through a contract. The selected approach will be negotiated at the outset of the Project so as to best support the interests of all Contributing Participants.

The TB Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts will be applied to work carried out under a Project Charter, except where exceptions to the Policy have been identified and approved by the Contributing Participants.