Royal Canadian Gendarmerie royale
Mounted Police du Canada

**Royal Canadian Mounted Police
Performance Report
2002-2003**

The Honourable Wayne Easter, P.C., M.P.
Solicitor General of Canada

Table of Contents

Financial Performance

SECTION 7: ADDITIONAL INFORMATION

Minister's Message

I am pleased to submit to Parliament the Performance Report for the Royal Canadian Mounted Police (RCMP) for the period ending March 31st, 2003.

The Solicitor General portfolio encompasses five key areas: the Department of the Solicitor General, the RCMP, the Correctional Service of Canada, the National Parole Board, and the Canadian Security Intelligence Service. Three review bodies also report to the Solicitor General and ensure the agencies' accountability to the public and full respect for the rule of law.

These organizations, through their individual mandates and as part of the larger portfolio, ensure the safety and security of Canadian homes and communities. The RCMP is a vital partner in this coalition. As Canada's national police force, it works at all four levels of policing – municipal, provincial, federal and international – to prevent crime from occurring and to investigate and enforce laws when it does occur.

At the community level, the RCMP plays a major role in the National Crime Prevention Strategy, which funds over 3,000 projects in over 740 communities. I have had the opportunity to visit some of these communities in the past year, and have met the children and youth-at-risk who have benefited from our strategy. The results are heartening. Crime prevention projects are excellent examples of how partnerships between police, local communities and other levels of government make an inestimable contribution to public safety.

Providing culturally appropriate police services in Canada's First Nations communities is also a priority of the Government of Canada, and the RCMP, through the role it plays in the aboriginal communities and the First Nations Policing Program, is key in this regard.

Last December, at the national level, we introduced legislation to establish a national sex offender registry, which will include information on anyone convicted of specific sexual offences. I am confident that we can build a registry that will match the outstanding track record of other national systems, like the DNA data bank, which showed a ten-fold increase in the past year in the number of hits or links between DNA profiles, and crime scenes or convicted offenders.

Last year, also at the national and international levels, our efforts against organized crime continued, and new legislation came into force. We are proud of such efforts as the Integrated Proceeds of Crime units, which target organized crime groups and seize their ill-gotten assets – over $215 million so far, with about $89 million in forfeitures and fines.
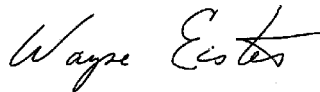
The National Weapons Enforcement Support Team (NWEST) is now under the responsibility of the RCMP. This specialized team supports local police investigations into firearms, including weapons trafficking and smuggling. They have been key players in a number of high profile firearms cases.

While our paramount duty is to safeguard Canadian citizens, our borders are no longer the limits of this obligation. We have been working more closely with international partners, especially the US. In December 2002, United States Attorney General Ashcroft and I signed an agreement to improve the exchange of fingerprint information between the FBI and the RCMP. We have implemented the Integrated Border Enforcement Teams and Integrated National Security Enforcement Teams – both good examples of solid collaboration across jurisdictions. These teams include the RCMP and other Canadian law enforcement agencies, working in cooperation with enforcement personnel from the US to gather intelligence and conduct investigations at the border. The RCMP is a leader in helping our two countries maintain a border that is open to legitimate trade and travel, but closed to terrorists and criminals. We also have a strong commitment to international groups such as the G8, cooperating on a number of key issues, from child pornography to money laundering.

As the world and society have changed, the RCMP's mandate and influence has grown. I am sure the first officers of the North West Mounted Police in 1873 could not have imagined the scope and sophistication of the criminality we know in the 21st century.

This report details many examples of the RCMP's excellent work in support of community safety at all levels, as well as national and international security. I am confident that Commissioner Zaccardelli's vision and the hard work of all the men and women who form part of the RCMP will ensure continuing success for the organization, and continuing security and well-being for all Canadians.

I welcome your input and perspectives on this and other Solicitor General portfolio performance reports as we continue to serve the public safety needs of our citizens.

Wayne Easter

The Honourable Wayne Easter, P.C., M.P.
Solicitor General of Canada

Commissioner's Message

We continue to live and work in uncertain times. The Government of Canada, the RCMP, and our allies around the world have had to adjust our strategic goals and priorities to reflect the realities of operating in the safety and security environment of the 21st century.

In this Departmental Performance Report, I am particularly excited to address the progress made in the past year. We have remained ever-vigilant in the face of terrorism, while continuing to devote effort and resources to other critical priorities for Canadians, such as organized crime, youth, international police services, alternative justice and integrated policing. The philosophy of "integration" has been critical to our success – increasing partnerships and collaboration within the policing and law enforcement community. We continue to work with our colleagues in Canada and around the world to deal with common threats to safety and security.

Since the 2001/02 fiscal year, we have operated under a strategic framework that integrates the guiding principles of *Results for Canadians* and Modern Comptrollership. We have become a strategy-focused organization with a strong emphasis on performance management by implementing a balanced scorecard tool and methodology. We have also undergone internal transformations to realign our human and financial resources to best fulfill our domestic and international mandate.

This new focus has resulted in a more streamlined, results-based organization that is better able to meet the needs of our target communities – from the citizen in the remotest hamlet to international policing agencies. In meeting these needs we remain committed to operational and organizational excellence under our four key pillars – being intelligence-led, values-based, building bridges and full accountability.

This Departmental Performance Report charts our progress on the key strategic priorities of 2002/03. It covers the third year of our five year migration to becoming a fully strategy-focused organization of excellence. Accordingly, we readily acknowledge that there is scope for continuing improvement. Nonetheless, the results reported for 2002/03 continue to show the RCMP's contribution to the results Canadians demand – safe homes and safe communities – and to the global security environment.

For the 2003/04 planning year, as well as in future years, we will adjust our strategic priorities as our environment and the needs of Canadians dictate to ensure relevance and effectiveness as Canada's national police force. Our five areas of focus are terrorism, organized crime, youth, our relationship with Aboriginal communities, and international police services. We will continue to align objectives and activities under an overarching framework of integrated policing, which recognizes the need for broader collaboration and partnerships throughout the police / law enforcement community and beyond.

I encourage you to read this document and note our successes, as well as the areas where we may have fallen short. As Commissioner, I pledge that I will continue to strive for excellence in everything we do, as the best way to meet our objectives for communities and for Canadians.

G. Zaccardelli
Commissioner

Section 1: The RCMP at a Glance

Strategic Priorities

▸ Terrorism/Organized Crime
▸ Youth
▸ International Police Services
▸ Alternative Justice
▸ Integrated Policing

Strategic Objectives

▸ Prevention and Education
▸ Intelligence
▸ Investigation
▸ Enforcement
▸ Protection

The RCMP Story: An Introduction

The 2002-03 fiscal year marks the third year of our five-year journey to becoming a **strategy-focused organization of excellence**.

As we indicated in last year's Departmental Performance Report (DPR) and, most recently, in our Report on Plans and Priorities (RPP) for 03/04, we continue to make notable progress, both in improving the policing programs and services we deliver to Canadians, as well as in strengthening the management and administration of the Force.

We want to ensure that the way we tell the "performance story" to Canadians fully reflects this progress.

The RCMP has a 130-year history of outstanding service to Canadians. Our 23,000 employees are committed to building on this legacy. The significantly shifting policing environment is driving substantial changes to our organization, both in the area of operations and in our management systems.

Our Mission

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law, and provide quality service in partnership with our communities.

We provide services to Canadians through identifiable strategic outcomes in support of the Government's public safety agenda.

We are being more strategic, scanning and assessing the changes to our environment, and ensuring the full value of our planned results and outcomes for Canadians. Becoming an **organization of excellence** – an organization worthy of respect, excelling in management practices, world-class in its operations, transparent and responsive to the needs of Canadians – is a demanding goal.

This report fully demonstrates to Parliament and Canadians the value for their tax dollars. In recent years, our DPRs have been structured along business line reporting, but business lines are a manifestation of our internal management structure and are of only marginal interest to many Canadians.

We increasingly want to align our DPRs with our Strategic Framework, which is very much in keeping with Treasury Board Secretariat (TBS)'s Management Accountability Framework.

Our strategic priorities for 2002/03:

- **Terrorism/Organized Crime**

- **Youth**

- **International Police Services**

- **Alternative Justice**

- **Integrated Policing**

priorities that Canadians understand and support, helping Canadians focus on achievements that matter – our goal of **Safe Homes, Safe Communities**.

In this document we begin to describe outputs, outcomes and achievements against our Strategic Framework – the strategic goal, priorities and objectives that describe the work of the RCMP for Canadians.

To tell Canadians a "performance story" – addressing the delivery of critical services that matter to them and, equally as important, demonstrating value for the money – we want to be transparent and report both positive and negative results. As taxpayers, Canadians rightfully expect cost effectiveness and value in the delivery of programs and services. Our reporting will link the expenditure of funds and resources on activities and initiatives in our strategic priorities that drive down crime, and improve the safety of Canadian communities.

Our reporting is guided by the principles outlined in the **Modern Comptrollership** initiative – results-oriented, values-based decision-making, increased transparency and responsiveness, and responsible spending.

We have implemented a performance management approach, adopting a balanced scorecard methodology as the tool to ensure management focus on optimal performance against our strategic agenda. This approach promotes **management excellence** and enhances a culture of transparency in planning, executing and evaluation. It not only provides the disciplined process we require to better "tell our story" to all interested parties, but is a reliable mechanism for feedback and input.

Our future reporting will continue to be based upon performance metrics using an increasingly robust balanced scorecard methodology.

We need to note that the 2002-03 reporting period was still a transition year. Although we have made extensive progress on our journey, we were not sufficiently advanced in our change process to fully report against all measures in our Strategic Framework. As such, this Report is still a combination of traditional reporting along business lines, as well as strategic reporting of achievements or outputs against our goals and priorities. We have endeavored to align and crosswalk strategic and business line results wherever possible.

In "our story" it is necessary to point out that the "crime barometer" is not ours alone. We are increasingly approaching the management of our strategic planning and priorities and the delivery of our programs and services with the philosophy that **integration with other "players" in the law enforcement community** is the cornerstone to a policing model for the 21st century.

In fact, **integrated policing / law enforcement** is the developing vision for the future of the RCMP. All partners in the police and law enforcement community in Canada and abroad need to share common strategies and leverage resources to ensure consistent and sustained progress against a common strategic agenda. Canadians deserve a concerted focus on safety and security. Together with our partners, we will be able to more effectively deliver results.

What We Do

OUR MISSION

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law, and provide quality service in partnership with our communities.

OUR MANDATE

Based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*, the mandate of the RCMP in its simplest form is: *to enforce laws, prevent crime and maintain peace, order and security*.

The organizational mandate is multi-faceted:

- prevent and investigate crime and maintain order

- enforce laws on matters as diverse as health and the protection of government revenues

- contribute to national security

- ensure the safety of state officials, visiting dignitaries and foreign missions, and

- provide vital operational support services to other police and law enforcement agencies

OUR VISION

- be a progressive, proactive and innovative organization

- provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve

- be accountable and efficient through shared decision-making

- ensure a healthy work environment, encourage team building, open communication and mutual respect

- promote safe communities and demonstrate leadership in pursuit of excellence

COMMISSIONER'S GOALS

- organizational excellence

- operational excellence

COMMISSIONER'S STRATEGIC OUTCOMES

- live core values that make us a trusted partner

- excel at leading-edge policing

- be the best managed organization in government

STRATEGIC FRAMEWORK — 2002/03
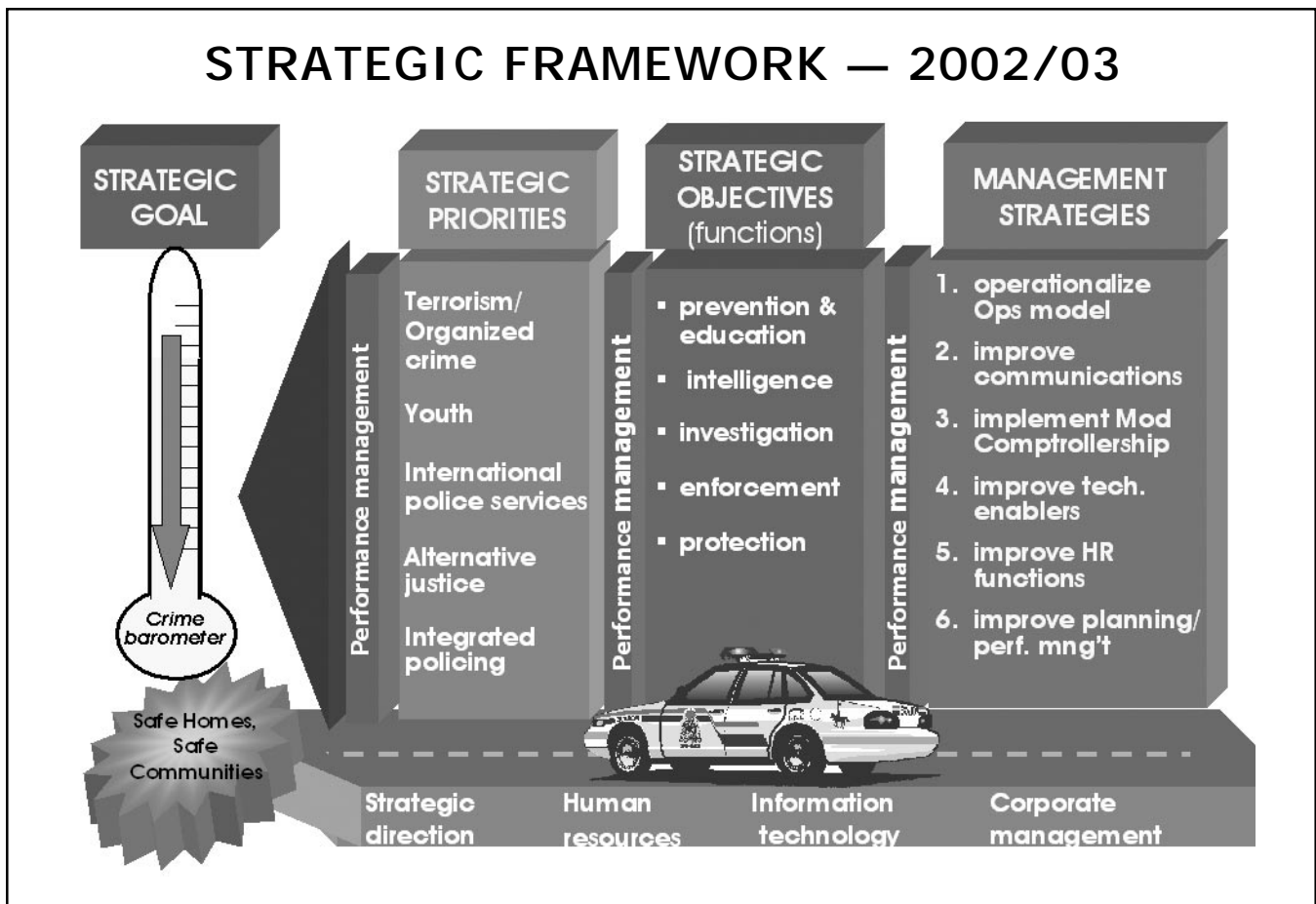
Our Strategic Framework

The **Strategic Framework** – formulated in November 2000 – continues to serve as the roadmap for our journey to the strategic goal of **Safe Homes, Safe Communities** for all Canadians, as well as our organizational goal of becoming an **organization of excellence**.

The 2002/03 Strategic Framework comprises our: Strategic Priorities, Strategic Objectives (functions), and Management Strategies.

In 2003, more than $10 million of counterfeit goods were seized by RCMP with an additional tens of millions of dollars of fake products confiscated by other partners – a significant jump in enforcement activity.

STRATEGIC PRIORITIES

As Canada's national police force our primary goal is to contribute to keeping Canadians safe and secure. For 2002/03, we focused on the following five strategic priorities as the best way to lower the "barometer" of crime. Our Strategic Priorities comprised:

• Terrorism / Organized Crime

We commit to reduce the threat and impact of terrorism / organized crime by disrupting, dismantling and preventing terrorist / organized criminal groups that affect Canada, both domestically and internationally.

- **Youth**

We commit to invest in the long-term wellness of communities by crime prevention activities targeting youth – beginning at an early age, with a focus on the root, underlying social causes.

- **International Police Services**

We commit to provide effective support of international operations by using modern management and assessment practices, ensuring that the services provided meet the needs of our domestic and international clients and partners, and contributing to the common priorities of combatting organized crime and terrorism.

- **Alternative Justice**

We commit to adopt policing approaches that are responsive to the needs and culture of communities by focusing on alternatives to the traditional criminal justice system to decrease recidivism and work for both victims and offenders.

- **Integrated Policing**

We commit to promote the sharing of criminal intelligence, investigative tools and techniques, information and strategic management of resources at the municipal, provincial, national and international levels of law enforcement, including partnering that helps improve international policing operations, building civil and democratic infrastructures abroad.

STRATEGIC OBJECTIVES

The primary means of realizing our strategic priorities for 2002/03 was through an ongoing commitment to improve our core functions – our Strategic Objectives comprised:

Prevention and Education – provided citizens with information and tools to avoid being victims of crime and to discourage and avert involvement in criminal activities.

Intelligence – the analysis of timely and accurate information on individual criminals, criminal groups and criminal acts, vital to the RCMP and its partners in pursuing and responding to threats to society.

Investigation – diligent and detailed activities to establish facts surrounding Criminal Code violations and other offences for presentation in court.

Enforcement – action taken to respond to Criminal Code violations and other offences – to capture and bring suspects to justice.

Protection – provided Canadian and foreign dignitaries with protective and security services.

MANAGEMENT STRATEGIES

Management Strategies are the more immediate methods and means to achieve our strategic objectives and priorities. They are captured through the balanced scorecard methodology, our performance management regime and include key objectives in the areas of: operationalizing the Ops Model; improving communications; implementing modern comptrollership; improving technological enablers; improving HR functions; and improving planning and performance management.

The Commissioner's Strategy Map

The initial element of our balanced scorecard methodology is the Commissioner's Strategy Map which depicts the strategic agenda of the Commissioner and his Senior Executive Committee (SEC).

The Strategy Map utilizes a cause and effect model and offers a graphic portrayal of the critical outcomes and objectives that define a longer term horizon for the RCMP – what we are trying to become, and how we will focus our efforts to succeed.
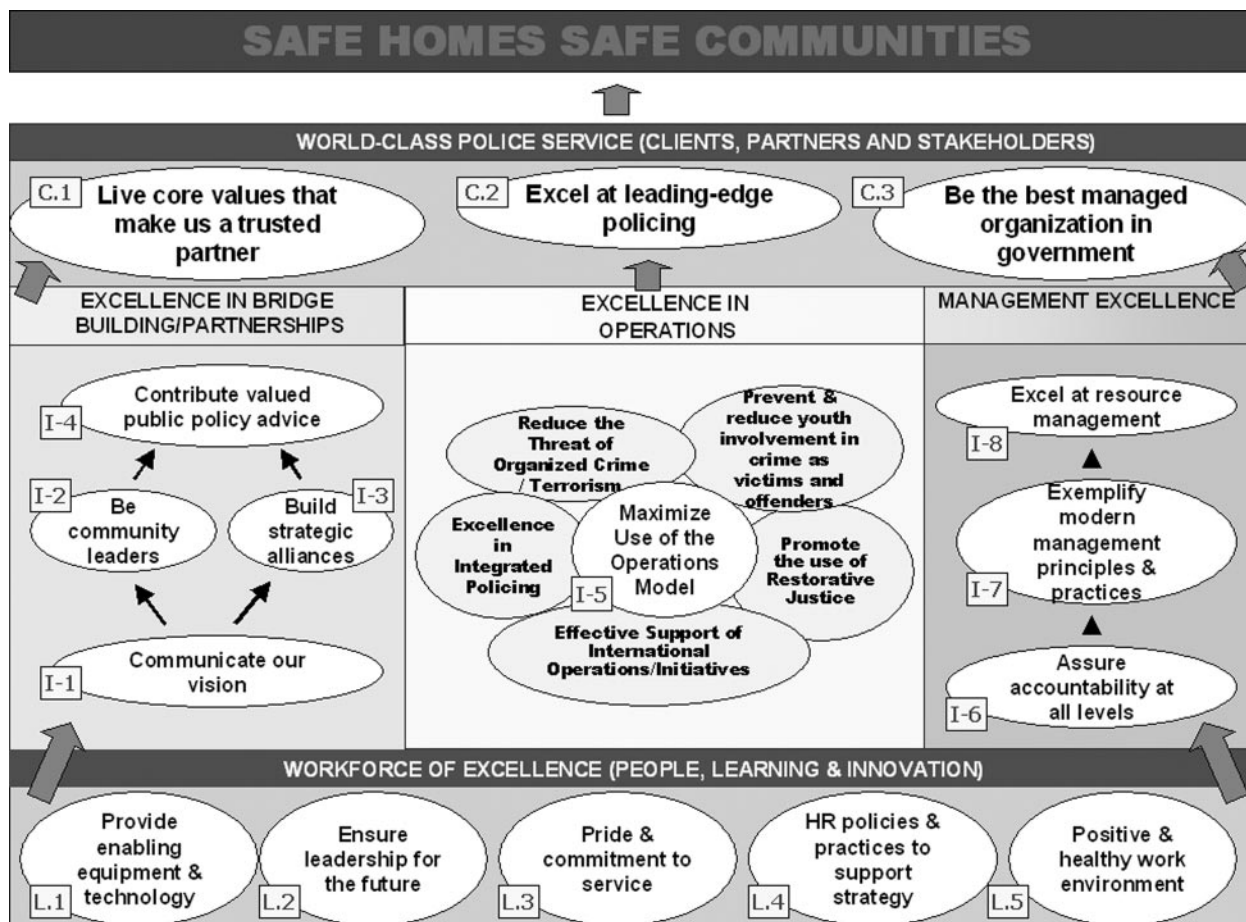
The map is divided into three dimensions:

- the top dimension of the map identifies three outcomes – how we want to be perceived in delivering services to our clients, partners and stakeholders.

- the center dimension of the map represents the three themes at which we have to excel to achieve the objectives and desired outcomes of the top dimension. Of particular importance in this dimension is the "Operations" theme which focuses on the desired outcomes rooted in the five strategic priorities of Terrorism/Organized Crime, Youth, International Police Services, Restorative (Alternative) Justice, and Integrated Policing.

- the bottom dimension of the map is dedicated to objectives ensuring a strong foundation which guarantees productivity, driving our performance in all objectives toward the ultimate goal of "Safe Homes, Safe Communities".

With the Commissioner's Strategy Map in place, the responsibility of advancing the outcomes and objectives of the map is cascaded down to the senior managers of the RCMP. These managers take ownership of the process by establishing their own objectives, measures and initiatives to focus on successful activities, and report on the progress every 60 days so that adjustments may be made as needed.

For 2002/03, all regions, operational divisions, business and service lines, and corporate entities were required to develop their respective strategy maps and balanced scorecard tools to align with the Commissioner's Strategy Map and support the strategic framework.

As 2002/03 was a developmental year for this methodology, the objectives and desired outcomes will not be reported until the 2003/04 DPR.

"V" DIVISION SUCCESS STORY

The balanced scorecard methodology is a system that links day-to-day operations and activities to the overall strategic goal of the RCMP – to provide "safe homes, safe communities". In a recent example of the application of the methodology, "V" Division helped to fund a group of Iqaluit High School students for the development of a suicide prevention video to be presented to other teens during the summer and fall of 2003.

The decision to support this endeavor was easily justified given the elevated rate of suicides amongst young Aboriginal Peoples in northern communities, and the priorities identified within the "V" Division Strategy Map to be "an integral part of the community fabric" and "make a solid contribution to community wellness".

The support of this project was well aligned with the RCMP's **strategic priorities** of Youth and Aboriginal Communities, while using our **strategic focus** of Prevention and Education as an enabler.

Had the balanced scorecard methodology not been adopted to allow for clear definitions of strategic priorities that were in turn cascaded down to the operational level, an opportunity such as this might have otherwise been overlooked.

PROTECTIVE POLICING SERVICES SUCCESS STORY

The Protective Policing Services Business Line used the balanced scorecard tool and methodology to determine the level of human and financial resources dedicated to Protective Policing across Canada – eliminated low value work and modified the service delivery model, and allowed greater flexibility and risk management at the local level. Savings were redirected to other business lines in support of the strategic priorities.

INTEGRATED POLICING – OUR VISION FOR THE FUTURE

Integrated Policing is working collaboratively in and with communities at all levels, and with the broader police and law enforcement community – domestically and internationally – toward a common purpose and with shared values and priorities. Ultimately, it could manifest a "global strategic focus" where investigative and enforcement activities in the global law enforcement community are integrated, leveraging collective resources to ensure the best results / outcomes against international criminal threats.

Policing Environments	Local/ Municipal	Provincial/ territorial	National	International
integrating policing - at 4 levels	204 municipal agreements 65 First Nations CTAs 172 communities	8 provinces 3 territories	Federal, leadership national priorities	International leadership policing
challenge- to integrate stakeholder/ partners	other police forces - urban centres	other provincial police	othergov't agencies - CIC, CCRA	other govt's - NGOs, national police, academe

Integrated Policing's key elements are:

1. Shared strategic priorities, both domestically and internationally – determining the best way to leverage and maximize policing efforts and resources toward a common strategic agenda, objectives and long-term planning.

2. Free flow of intelligence, getting the right information to the right people at the right time and use of a broader range of information sources.

3. Interoperable systems to ensure that intelligence and information systems are able to communicate across organizations and geographic locations.

4. Economies of scale are leveraged to make the most out of the resources dedicated to policing, and focusing on what we do best.

5. Seamless service delivery, eliminating redundant services and activities and the fragmentation of functions.

National Police Services (NPS), the backbone for all operational policing efforts and a critical element of **integrated policing**, maintains effective partnerships with national and international enforcement agencies and continuously strives to improve upon these efforts.

The Scope of Integrated Policing
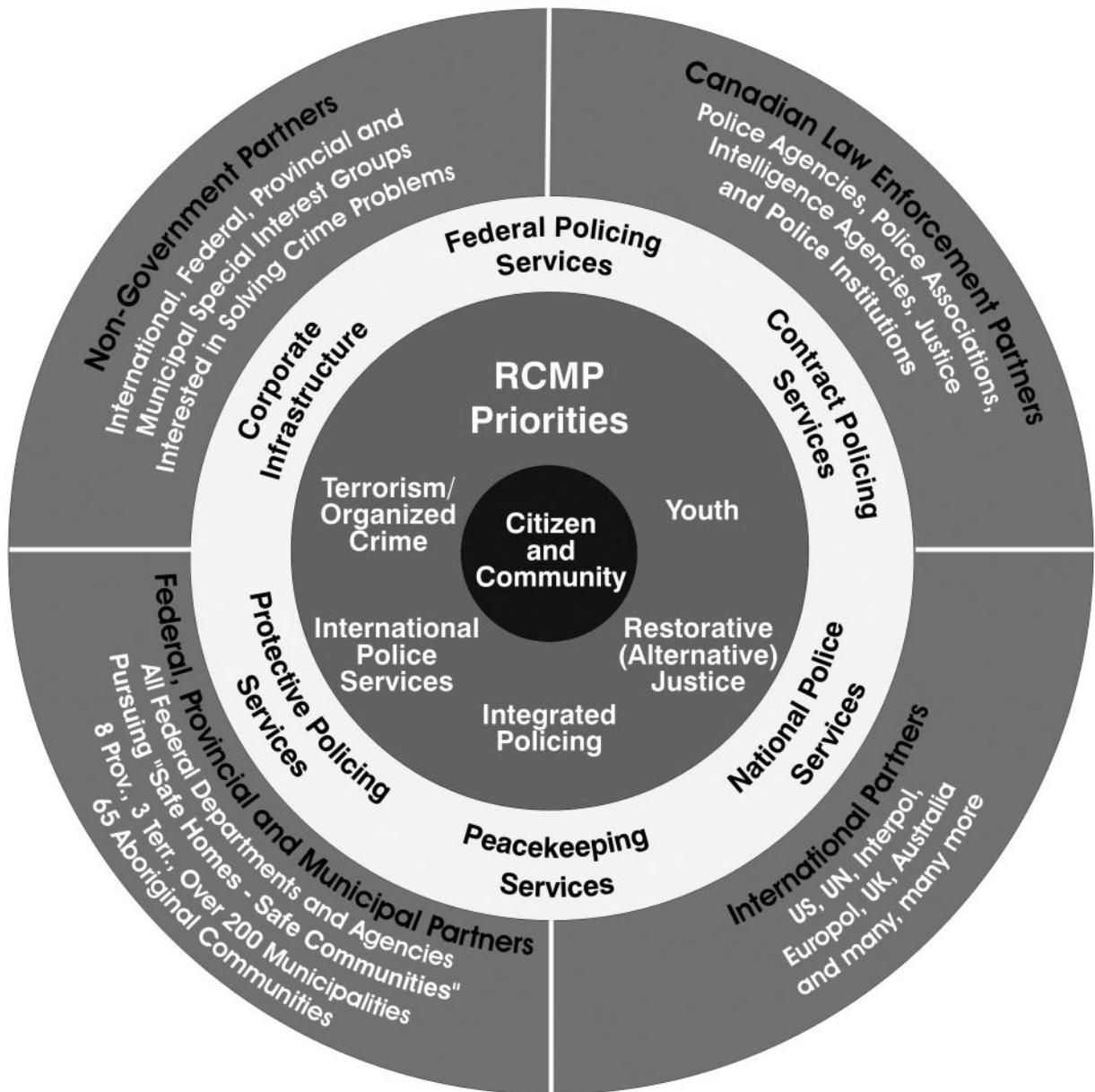
SAFE HOMES - SAFE COMMUNITIES

The RCMP remained committed to devoting its efforts and resources in pursuing its five strategic priorities: Terrorism/Organized Crime, Youth, International Police Services, Restorative (Alternative) Justice, and Integrated Policing. To do this, we worked hand in hand with our colleagues and partners in Canada and around the world to deal with common threats to safety and security.

Section 2: Planning Context for Service / Program Delivery

Strategic Priorities

‣ Terrorism/Organized Crime
‣ Youth
‣ International Police Services
‣ Alternative Justice
‣ Integrated Policing

Strategic Objectives

‣ Prevention and Education
‣ Intelligence
‣ Investigation
‣ Enforcement
‣ Protection

Trends Affecting RCMP 2002/03 Strategic Priorities

The RCMP maintains a robust **environmental scanning** capacity to monitor emerging trends and issues on local, national and global fronts. This allows us to anticipate both the challenges and opportunities for strategic change, and to adapt as required to operate effectively in a continually evolving environment.

The "scan" is produced annually with a focus on seven key elements: demographics, society, economy, politics and governance, environment, science and technology, and policing.

The RCMP Environmental Scan used for 2002/03 can be accessed at the following addresses:

http://rcmp.ca/enviro/scan2002june_e.htm (English)

http://rcmp.ca/enviro/scan2002june_f.htm (French)

The RCMP Environmental Scan for 2003 can also be accessed on the RCMP Website.

The following key excerpts from the RCMP scan for 2002 describe the context in which the environment leveraged the direction taken by the RCMP to identify each of our respective Strategic Priorities:

Terrorism / Organized Crime

The ever-changing face of terrorism:

• the threat of terrorism in contemporary society is continually changing, presenting an "intelligence challenge" to governments around the world. Potential terrorists have not yet necessarily engaged in criminal activity and are therefore difficult to recognize and impede. Terrorist organizations are increasingly sophisticated, with educated members linked through technology, allowing them to operate in cells worldwide.

- law enforcement has identified "single issue" groups (extremist groups dedicated to specific issues versus widespread political change) as a serious threat. The worldwide operations base of terrorist groups emphasizes the importance of an integrated policing approach where intelligence is shared among countries around the world.

Organized Crime, increasingly an international issue:

- organized crime groups, many associated with terrorists activities, continue to pose the primary threat to public safety and security in the developed world. They are increasingly fluid, highly technologized and sophisticated, operating on a transnational level. The drug trade and organized crime have made money laundering the second largest global industry with the circulation of "dirty" money estimated at $3 trillion worldwide.

- a great deal of international attention is being placed on the relationship between organized crime and societal destabilization in underdeveloped parts of the world. The transnational nature of these groups makes it imperative that policing agencies around the world work together to combat organized crime.

Youth

Economic disparity linked to at-risk youth – both victims and perpetrators:

- both nationally and internationally, it is recognized that economic disparity increases the potential for criminality. Underemployed, urbanized young men are an especially volatile group that can be easily drawn into organized crime or mobilized for violent political action, such as terrorism.

- in Canada, almost 20 percent of children live in low-income households. These children are twice as likely to live with violence, and more than three times as likely to live with a depressed parent.

Policing authorities, government, schools, and private and community-based organizations all play an integral role in the lives of our youth. Working in an integrated manner, sharing intelligence and resources at local, national and international levels will be critically important to preventing youth living in economic disparity from taking part in criminal activity.

International Policing

Capacity building and specialized training are increasingly the focus:

- since September 11, 2001, countries around the world have reexamined the way they manage intelligence and law enforcement. They are placing increasing emphasis on developing non-traditional competencies and skill sets, and on building their capacity to deal with the new criminal and terrorist environment.

- a number of countries have restructured or are in the process of restructuring their security, intelligence and law enforcement functions. The most notable example is the Department of Homeland Security in the US, which will bring together 22 previously separate organizations. In their reexamination of intelligence management functions, and identification of new competencies, forces around the world have recognized the importance of integrated policing and are learning from experiences in allied countries.

An international policing first – the deployment of two police officers working in partnership with the United Nations High Commission for Refugees in support of developing security conditions (training and liaison work) at refugee camps situated in Guinea.

Alternative Justice

Exponential growth in Canada's Aboriginal population:

- the explosion in Canada's Aboriginal youth population mirrors that of the Third World, creating, among other things, an urgent need for Aboriginal job creation. It is anticipated that 160,000 new jobs will be required by 2006 to maintain current Aboriginal labour force participation – a 50% increase of currently employed Aboriginal people.

- Aboriginal people account for 18% of the federally incarcerated population, yet represent 2.8% of the Canadian population. Recognizing the important link between economic disparity and the potential for criminality, improving this group's living standards is a key crime prevention measure. Governments, communities, police, Aboriginal organizations and private industry all have a role to play in improving opportunities for this growing population.

Canadian youth also fall within the target audience for alternative justice initiatives.

Project Evenhanded, conducted as a joint task-force investigation with municipal police in Vancouver in Port Coquitlam, BC, to investigate suspected serial killings spanning 15 years – one of the highest profile forensic investigations to have ever been undertaken.

DNA evidence played a significant role in the laying of charges against the suspect.

Integrated Policing

Integrated policing is recognized nationally and internationally as a key component to achieving the ultimate goal of public safety and the Canada we want. It involves government and non-government organizations, public policing as well as private security companies, corporations and individual members of the community.

The RCMP has developed a preliminary vision of sustained integration in the security, intelligence and law enforcement communities. This vision involves working collaboratively in and with communities at all levels and with the broader police and law enforcement community – domestically and internationally – toward a common purpose and with shared values and priorities. It is one where:

- **intelligence flows freely** at all levels, within and among organizations;

- **systems are interoperable**, enabling real-time communications across organizations, across borders and across continents;

- **service delivery is seamless**, and duplication and fragmentation are eliminated;

- we take advantage of **economies of scale** that maximize the utility of individual and collective resources;

- **strategic priorities are shared,** resources are devoted to achieving common goals, and actions are based on the highest standards of transparency and accountability.

Section 3: Our Structure for Service / Program Delivery

Strategic Priorities

- Terrorism/Organized Crime
- Youth
- International Police Services
- Alternative Justice
- Integrated Policing

Strategic Objectives

- Prevention and Education
- Intelligence
- Investigation
- Enforcement
- Protection

Management Structure

In 1996, the RCMP implemented a regional management model. Four regions, under the direction of Deputy Commissioners, were created: Pacific, North West, Central and Atlantic. This ensures greater grass-roots involvement in decision-making and also allows the RCMP to invest more resources in front-line services.
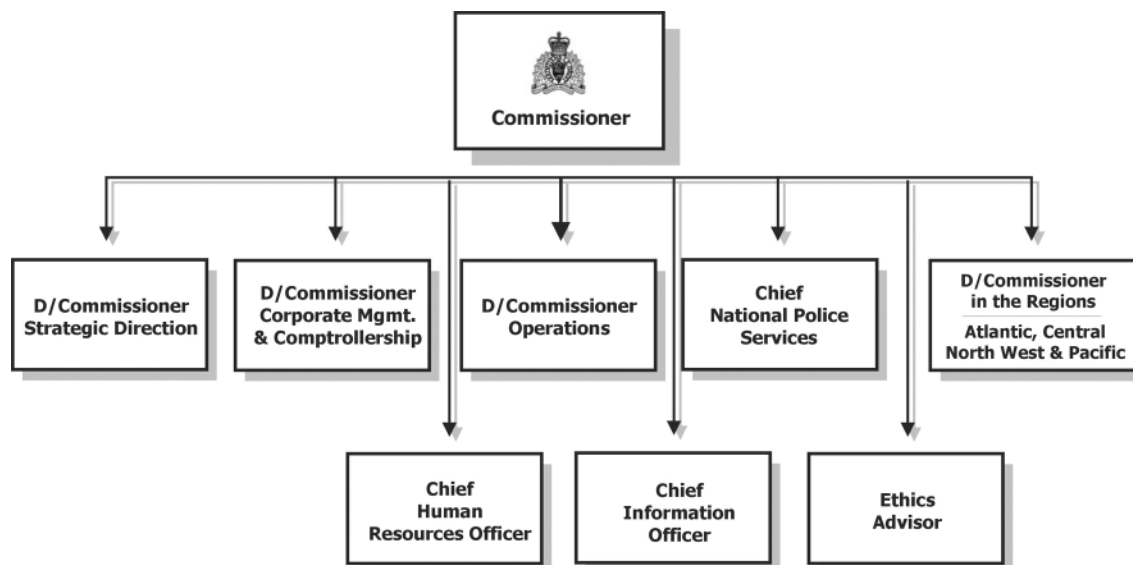
Under the Commissioner, operational direction is provided by Deputy and/or Assistant Commissioners in charge of:

Operations – Deputy Commissioner
Atlantic Region (Halifax) – Deputy Commissioner
Central Region (Ottawa) – Deputy Commissioner
North West Region (Regina) – Deputy Commissioner
Pacific Region (Vancouver) – Deputy Commissioner

National Police Services – Assistant Commissioner
Strategic Direction – Deputy Commissioner
Corporate Management and Comptrollership – Deputy Commissioner

The Chief Human Resources Officer, Chief Information Officer, and the office of the Ethics Advisor provide the corporate infrastructure to allow us to meet our operational goals.

Where we are located

RCMP SERVICE LOCATIONS
British Columbia 172
Alberta 114
Saskatchewan 102
Manitoba 84
Ontario 18
National Capital Region 7
Quebec 30
New Brunswick 60
Nova Scotia 86
Prince Edward Island 16
Newfoundland 53
Yukon 15
Northwest Territories 26
Nunavut 26

RCMP Detachment in Hinton, Alberta

HQ – Ottawa

Depot – Regina, Saskatchewan
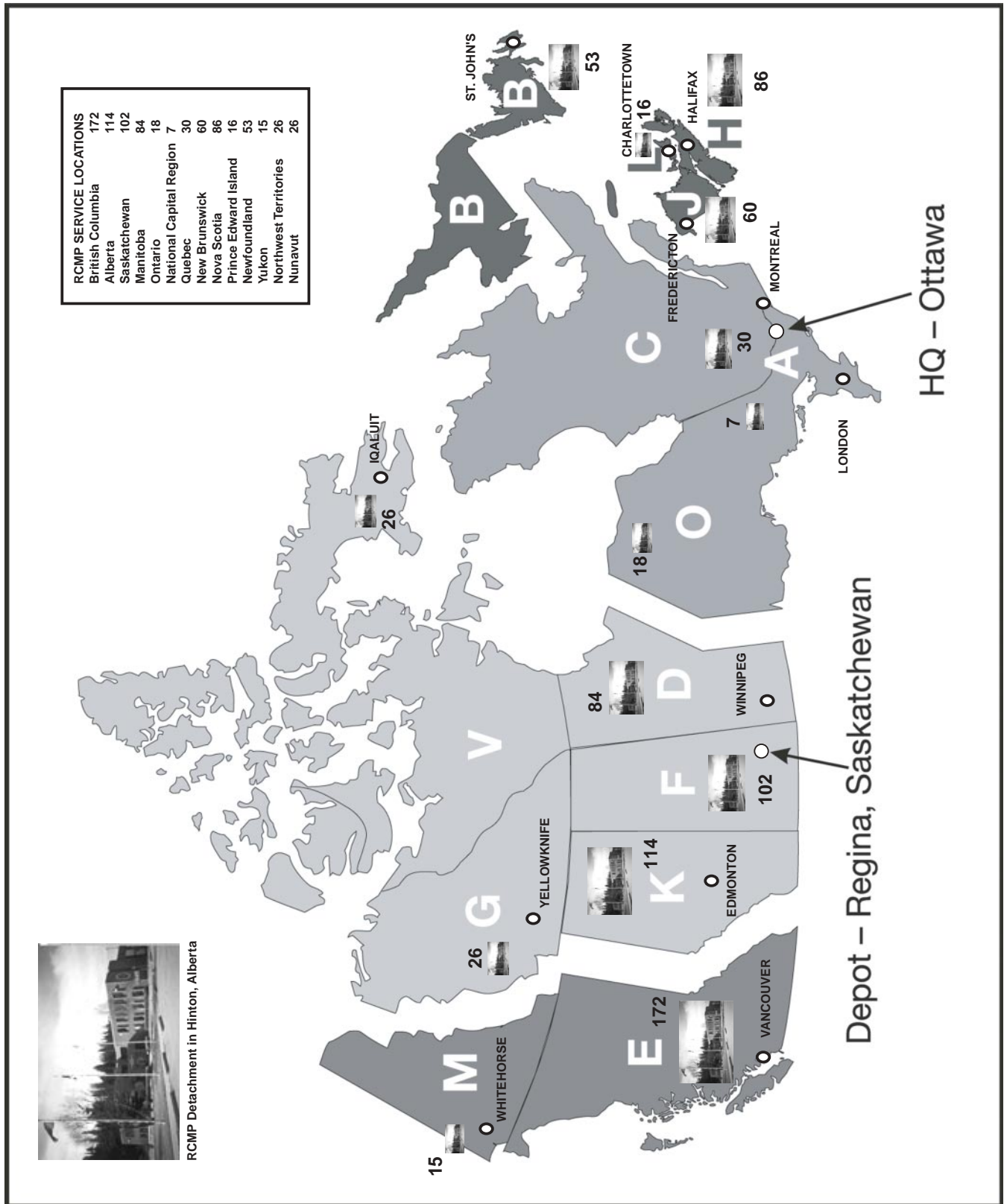
The RCMP is divided into four regions and 14 divisions – plus a headquarters in Ottawa, and the training "Depot" in Regina. Each province and territory is a division and the National Capital Region is a division on its own. Each division is managed by a Commanding Officer and is alphabetically designated.

Our Business Line Structure

Business Lines / Service Lines

FEDERAL POLICING SERVICES (Provides services directly to Canadians)
- General Policing
- Federal Enforcement
- Economic Crime
- Drug Enforcement
- Customs & Excise
- Proceeds of Crime
- Immigration
- Criminal Intelligence
- International Liaison

CONTRACT POLICING SERVICES
- Provincial & Municipal Policing
- Aboriginal Policing

NATIONAL POLICE SERVICES
- Informatics
- Forensic Laboratory Services
- Information & Identification Services
- Canadian Police College
- Criminal Intelligence Services Canada
- Canadian Firearms Registry
- Technical Operations

PEACE-KEEPING SERVICES (Provides services indirectly to Canadians)
- United Nations Peacekeeping
- Other Peacekeeping

PROTECTIVE POLICING SERVICES
- Airport Policing
- Canadian Executives
- Foreign Missions
- Int. Protected People and Foreign Visits
- Major Events
- Support

CORPORATE INFRA-STRUCTURE (Supports services to Canadians)
- Human Resources Management
- Corporate Management & Comptrollership
- Strategic Direction

Section 4: Strategic Outcomes and Business Lines

Strategic Priorities

- Terrorism/Organized Crime
- Youth
- International Police Services
- Alternative Justice
- Integrated Policing

Strategic Objectives

- Prevention and Education
- Intelligence
- Investigation
- Enforcement
- Protection

The Business Context

In our *Report on Plans and Priorities 2002/03*, the Strategic Priorities identified in our Strategic Framework serve to focus the activities of our Business Lines to achieve our outcomes and results. The RCMP has five operational business lines: Federal Policing Services, Contract Policing Services, Peacekeeping Services, Protective Policing, and National Police Services. They are described below to clarify the focus and service / program delivery activities.

FEDERAL POLICING SERVICES

Mandate

Federal Policing Services (FPS) has a national mandate to provide federal policing, law enforcement and investigative services to the federal government, its departments and agencies and Canadians.

The services provided by FPS include:
Border Integrity – Customs and Excise, Federal Enforcement, Immigration and Passport, Ports and Integrated Border Enforcement Teams (IBETs); **Financial Crime** – Commercial Crime, Proceeds of Crime and Market Crime; **Drugs and Organized Crime**; **International Policing** – International Liaison Officer Program, International Peacekeeping,

Interpol and International Travel; and **the Criminal Intelligence Program** – National Security Investigations/Enforcement [e.g. Integrated National Security Enforcement Teams (INSETs) / National Security Investigation Sections], Organized Crime Intelligence and Divisional Criminal Analysis.

Through an intelligence-led, multi-disciplinary and integrated approach, FPS contributes to the RCMP's primary objective of **Safe Homes, Safe Communities**.

Working with partners and taking a community policing approach is key to our Services. On a continuous basis, Federal Policing partners with federal, provincial, territorial, municipal, US and international law enforcement and government agencies to gather, analyse and share criminal intelligence targeting illicit activity.

FPS is also dedicated to combatting criminal and terrorist activity that many Canadians may not directly experience, such as organized crime at national ports and borders, terrorist threats, financing of terrorism, corporate crimes, fraudulent telemarketing schemes, stock market fraud and "cyberspace" crimes. Threats such as terrorism and organized crime negatively affect Canada's societal, economic, political, land, air, and marine infrastructures.

Federal Policing helps ensure a prosperous and stable Canadian economy at the national, provincial, territorial, and municipal levels by deterring, detecting, investigating and protecting Canada and Canadians against criminal and terrorist activity that pose a threat to national safety and security.

Partners

FPS has many partners with whom we share information, exchange personnel, co-locate our employees, build and manage integrated teams, set joint priorities, participate in working groups together, and deliver and participate in integrated training. Some of these partners are listed below:

> Bank of Canada, Canadian Forces, Canadian Coast Guard, Canada Customs and Revenue Agency (CCRA), Department of National Defense (DND), Corrections Services Canada (CSC), Communications Security Establishment (CSE), Solicitor General of Canada (SGC), Interpol, Department of Justice Canada (DOJ), Transport Canada (TC), Department of Finance, Health Canada (HC), Industry Canada, Canadian Heritage, Criminal Intelligence Service Canada (CISC), Citizenship and Immigration Canada (CIC), Department of Foreign Affairs and International Trade (DFAIT), North American Aerospace Defence Command (NORAD), UNCIVPOL, United States Immigration and Naturalization Service (USINS), Financial Transaction and Reports Analysis Centre of Canada (FinTRAC), Forensic Accounting Management Division (FAMD), Seized Property Management Directorate (SPMD), Canadian Security Intelligence Services (CSIS), private industry (i.e., international airlines, Canadian Bankers Association), municipal, provincial, territorial Government agencies, Canadian, American and international law enforcement agencies and intelligence services.

CONTRACT POLICING SERVICES

Mandate

The services provided by this Business Line include general duty policing, for the most part in uniform, to eight provinces, the three territories, over 200 municipalities, 65 Aboriginal communities[1] and three airports. The RCMP utilizes the approach of situating our members directly in the communities we serve in over 700 detachments. The arrangement for RCMP front-line services results from policing agreements between the SGC and the provinces, territories and municipalities. These agreements exist on a negotiated, cost-sharing basis, have a duration of 20 years, and are currently in effect until 2012. The agreements with Aboriginal communities and airports vary in duration.

To help achieve our strategic goal of **Safe Homes, Safe Communities**, we provide quality service through community policing. This means preventing and solving local crime problems in partnership with the communities we serve – both reactively and pro-actively.

As a result, our activities focus on consulting with our clients and stakeholders, forming partnerships with our communities and local agencies, empowering our front-line members, and mobilizing the community, partner police services and other entities to supplement our efforts and activities. By listening to our clients and partners, the contracted policing services we deliver are better tailored to the needs and priorities of each community. By learning from pilot projects and best practices, we continuously improve the quality of the services we provide. The RCMP employees attached to the Contract Policing Business Line involve themselves with approximately 2.8 million records each year. These records document, but do not eliminate, the requirements of Canadians for interaction with their police force. Calls for service, investigation of crimes committed, assistance to the General Public and community involvement are but a small example of the types of interaction our employees experience.

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[1] This references the Community Tripartite Agreements which are between the Federal Government, Provincial Government and the Aboriginal Community.

Our efforts are supplemented by a pool of over 75,000 volunteers across the country and by the fact that RCMP employees are an integral part of the social fabric in the communities they serve.

We also improve our services by applying a problem-solving approach to victims, offenders and the public. We do this by tailoring a mix of complementary strategies for each problem and each community.

The Contract Policing Business Line also provides support to all other business lines on a variety of issues. Some of these issues include equipment testing and approval, policing procedures and processes, information management, taking on the role of advocate with other stakeholders, and the administration of federal government / national programs.

A further example of integration with other business lines includes the work being done on emergency planning, management and response, which not only affects Contract Policing, but also the Protective Policing and Federal Policing Business Lines. Also, there is collaboration among business lines in organized crime-related research, which recognizes that organized crime has an impact on, and is the responsibility of all front-line police officers and specialized units.

Partners

Given the RCMP's contractual and partnership agreements throughout Canada with the three levels of government, non-government organizations, and individuals, we consider the collectivity of Canada to be our partners in solving crime problems. In particular, and as noted above, we work very closely with eight provinces, the three territories, over two hundred municipalities, 65 Aboriginal communities, and three airports.

> The RCMP is the police force of choice in all provinces that do not have their own provincial police force, in all the territories, in more than 200 municipalities and through 65 First Nations Community Tripartite Agreements.

PROTECTIVE POLICING SERVICES

Mandate

The Protective Policing Service's objective is to safeguard Canadian and foreign dignitaries and their official residences, as well as visiting Internationally Protected Persons, by delivering timely service through the most qualified and highly trained members and cutting-edge technology.

Among the challenges associated with Protective Policing are the unpredictability of the demand, the repercussions in Canada of international events and the high risk sensitivity of operations with minimal room for error. Terrorism and organized crime, as well as the current trends in civil disorder and disobedience, increase this unpredictability.

To address these challenges, Protective Policing delivers its services by drawing upon a dedicated group of experts, strategically located in Canada, and complemented by other RCMP police officers across the country, deployed when and where the need arises. Partnership is also an integral element; Protective Policing partners with local police services, as well as other law enforcement agencies and government departments.

Partners

Air Canada, CCRA, CSIS, DFAIT, DND, Foreign Security Agencies, House of Commons Security, Local police departments throughout Canada (provincial and municipal), National Capital Commission, Privy Council Office (PCO), Senate Security.

PEACEKEEPING SERVICES

Mandate

On behalf of the Canadian Government, the RCMP manages the participation of Canadian police personnel who support multi-lateral international operations. We promote international peace and security through operations with a police element.

The RCMP delivers civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of peacekeeping and other peace support operations. Under this arrangement, police: maintain law and order with an executive and non-executive mandate; provide monitoring, mentoring and training activities; and serve as facilitators to improve cooperation between police and the communities they serve. The objectives are to enhance multi-lateral capacity to restore order and work with local police components so they carry out policing responsibilities in accordance with democratic principles.

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping under the Canadian Police Arrangement: DFAIT, CIDA and the SGC. This arrangement is pursuant to the Government's foreign policy on peacekeeping – routinely falling under a UN mandate.

The overall success of Canadian participation in civilian peacekeeping missions is shaped by external factors over which the RCMP has little control. These factors include the nature and scope of the internal conflict in the foreign country; the professionalism, leadership, standards and training of the foreign country's police; and the willingness of that country's citizens to be policed by their own police force.

A/Commr. Peter Miller was appointed to the post of United Nations Police Commissioner in East Timor for the period from November 2001 to May 2003.

Partners

Canada's contribution to peacekeeping and peace building is based upon a partnership which brings together Canadian foreign policy, police and developmental expertise. The Canadian Police Arrangement is a working model for interdepartmental cooperation with:

> DFAIT providing direction and leadership in terms of foreign policy; CIDA managing the funding and ensuring integration within the broader democratic development context; SGC, with the assistance of the RCMP, assessing the viability of the mission, resourcing implications, and the security environment; and in some peace support operations, DND working closely with the police, providing logistical support and information.

The RCMP's capacity to resource an increasing demand for police in peace support operations has been challenging. Since 1995, the RCMP has developed partnerships with over 30 Canadian provincial, regional and municipal police agencies. Approximately 45 percent of today's international police deployments are represented by non-RCMP police agency personnel.
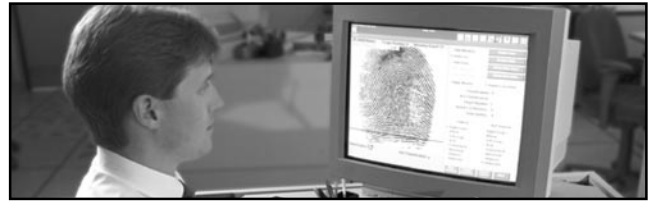
NATIONAL POLICE SERVICES

Mandate

National Police Services (NPS) provides essential, front-line support services to the law enforcement community in Canada and abroad. Under the stewardship of the RCMP, NPS is an internationally-recognized model of integrated policing. In this regard, the Canadian criminal justice community, municipal and provincial police agencies, federal departments, law and regulatory enforcement agencies, and selected foreign police organizations, including Interpol and the Federal Bureau of Investigation (FBI), use NPS's investigative tools.

About 70 per cent of NPS's services and programs are external to the RCMP, supporting all components and agencies of the criminal justice system throughout Canada. Specifically, NPS supports more than 500 Canadian police and law enforcement agencies with cutting edge technology and services to help them solve criminal investigations, and supports the RCMP's strategic goal of **Safe Homes, Safe Communities**.

NPS service lines strive to improve the nature, scope and quality of shared law enforcement information and provide a solid foundation for this unique and essential business line. The four NPS service lines are Forensic Laboratory Services (FLS), Information and Identification Services (I&IS), the Canadian Police College (CPC), and Criminal Intelligence Service Canada (CISC). Together, these service lines provide front-line peace officers with forensic analyses of criminal evidence; criminal records, I&IS; enhanced learning opportunities, and the sharing of criminal information and intelligence.

NPS continues to participate on a number of inter-agency committees and has formed new partnerships which will advance law enforcement interests throughout the broader criminal justice community. Through the Tri-Country Symposium, I&IS has formed a partnership with the FBI in the United States and the Police Information Technology Organization (PITO) in the United Kingdom for the exchange of criminal fingerprint information. FLS has entered into a partnership with the FBI on the Paint Data Query (PDQ) and Combined DNA Index System (CODIS); (the PDQ application was developed by the RCMP and is the de facto world standard, used by police departments in 41 American states, as well as the FBI, Australia, Japan and 31 other countries including the European Economic Community). I&IS is involved in the FBI's Scientific Working Group with respect to fingerprints, digital photos and foot morphology.

Consulting regularly with its partners, experts and stakeholders, NPS relies on the strategic advice and corporate guidance provided by the members of its eight advisory committees, including the NPS Advisory Council, which comprises distinguished Canadians representing the private and public sectors.

FLS conducts scientific analyses of evidence from crime scenes; presents forensic evidence in courts; and researches and develops new and advanced forensic methods, such as DNA analysis. The core disciplines include: Biology (DNA), Chemistry (non-biological trace evidence), Documents, Firearms, and Toxicology. Centralized national services include explosives, counterfeits (currency and travel documents) and diamond sourcing. FLS operates from six delivery sites, and maintains the National DNA Data Bank (NDDB) in Ottawa. The NDDB has assisted law enforcement agencies, nationally and internationally, in solving crimes. Law enforcement officers across Canada are benefiting from the integration of science and police work to identify suspected offenders and to exonerate the innocent.

I&IS contributes, through a national information exchange system with Canadian and international law enforcement agencies, on matters such as criminal records, fingerprints, forensic imaging, and missing children. This innovative area is pursuing initiatives such as Real Time Identification (RTID) to significantly enhance the information exchange capacity related to fingerprints; biometrics technology to facilitate the positive identification of persons; and the National Criminal Justice Index (NCJI) to provide centralized information sharing to key partners in the criminal justice community. The I&IS staff manages millions of criminal records and examines volumes of fingerprints, providing criminal investigators across the country and abroad with the cutting edge tools they need to deliver safe communities to Canadians.

The CPC provides advanced and specialized education and training to Canadian and foreign police agencies, emphasizing organized and multi-jurisdictional crime. The strategic priorities of the CPC, which address recommendations from the Auditor General of Canada, are: executive continuous learning; organized crime and terrorism; intelligence; and high-tech crime.

The CPC is committed to the achievement of excellence in police training and three areas of the CPC – the Police Sciences School, the Police Executive Centre and the Library – provide key opportunities for learning and development to that end.

The CPC provides executive training at the police-chief level, and delivers value-added to the integration of policing services in Canada, since police officers of both small and large policing agencies benefit from the same training. Furthermore, the CPC Advisory Board members represent the larger police community and other stakeholders in Canadian policing and are a touchstone for strategic and practical direction for the CPC.

The facilities and systems of CISC enhance the sharing of criminal intelligence and unite Canadian law enforcement agencies in the fight against organized crime. CISC provides corporate leadership and expertise to CISC member agencies in their efforts to detect, reduce and prevent organized and other serious crime affecting Canada.

CISC is comprised of an Ottawa-based central bureau that liaises with and collects criminal intelligence and information from nine provincial bureaus. A model of multi-agency and multi-jurisdictional integration, CISC membership includes federal, provincial, regional and municipal law enforcement agencies and investigative personnel from various government agencies. Member agencies contribute to the collection, evaluation, analysis and dissemination of criminal intelligence on organized crime groups in Canada through the Automated Criminal Intelligence Information System (ACIIS).

The RCMP is one of CISC's 380 member agencies. Membership in CISC provides the RCMP access to the ACIIS database and the CISC network, providing access to information and intelligence on organized and other serious crime from Canada's entire law enforcement community. CISC contributes to making Canadian streets safer by monitoring and reporting on national intelligence priorities and monitored issues relating to organized and other serious crime affecting Canada.

Partners

As an internationally-recognized model of integrated policing, NPS is distinguished by its interdependent working relationships with more than 500 Canadian and international police and law enforcement agencies.

It is essential for NPS to be aligned through consultations and partnerships with a multitude of agencies and organizations since approximately 70 per cent of its business line service delivery is external to the RCMP. In fact, many NPS activities provide centralized services, making the involvement of clients and the establishment of partnerships crucial to the credibility and effectiveness of NPS.

Facilitating ongoing dialogue and building on solid collaboration ensure client needs are being communicated and addressed in the development and delivery of NPS programs and initiatives. Indeed, the RCMP's vision of integrated policing – a legacy of working collaboratively in and with communities and with the broader law enforcement community – is demonstrated by NPS' domestic and international success in establishing numerous strategic partnerships, together with its movement toward greater collaboration, integration and interoperability.

Key partners include:

the Solicitor General's Secretariat; the Office of the Auditor General; DOJ; TBS; CCRA; CIC; DND; the portfolio agencies of the Solicitor General: (CSC, the National Parole Board, and CSIS); DFAIT; the Canadian Association of Chiefs of Police (CACP); the International Association of Chiefs of Police; the Canadian Association of Police Academy Directors; many other federal departments and agencies; provincial authorities and agencies; many colleges and universities; many specialized private sector organizations; a fully-accredited private sector DNA laboratory; non-profit organizations, and municipal, provincial, and international police and law enforcement agencies, such as Interpol and the FBI.

Strategic Priorities and Business Lines

The first column of the following chart depicts the Strategic Priorities originating from our Strategic Framework. While these priorities may migrate more toward one business line than another, there is a collective focus from all of our operational business lines to achieve successful strategic outcomes in these priorities. The success stories depicted are but a sampling of some of those outcomes.

The five strategic priorities are "horizontal" and are usually the responsibility of more than one business line. This makes the business lines interdependent at the operational level, reflecting the complex nature of day-to-day policing. Further, the strategic priorities are addressed in cooperation with partnerships at all levels federal, provincial and territorial, and municipal government departments and agencies, international governments and agencies, as well as Canadian citizen groups and non-governmental organizations.

Strategic Priorities	Operational Business Line / Priority Focus	Strategic Outcomes
A Terrorism / Organized Crime	Federal Police Services Focus: **A, B, C, D, E**	**Terrorism / Organized Crime** • The newly established Canadian Air Carrier Protection Program (CACPP) is an intelligence lead Program based on identified threat and risk assessments. CACPP is meant to increase air passenger safety for Canadians, prevent terrorist attacks, and to increase operational ability to respond to significant threats. • Kingston, Ontario – July 5, 2002. As a result of international cooperation between policing services, the Proceeds of Crime Section and the Drug Section have concluded two major investigations. With the assistance of the authorities in Costa Rica, Trinidad, Colombia, St. Vincent, St. Lucia, Panama and the Turks and Caicos Islands, approximately 590 kilograms of cocaine have been seized. • 12 tons of pseudoephedrine as stopped as a result of a criminal investigation into ongoing pseudoephedrine importation/smuggling by a Middle Eastern Organized Crime group. • The national **Pipeline/Convoy/Jetway Program** has contributed to the seizure of more than $350M in contraband, the apprehension of travelling criminals, and the gathering of intelligence on criminal and terrorist activities.
B Youth	Contract Police Services Focus: **A, B, C, D, E**	**Youth** • The RCMP in Manitoba: brought **Cybertip.ca**, an on-line portal, into use to report the exploitation of children; developed the Manitoba Amber Alert Program; and were leaders in the investigations of the exploitation of children through the manufacturing and distribution of child pornography. • The Integrated Child Exploitation Unit combines the resources of the RCMP, the Winnipeg and Brandon Police Services and are national leaders in the number of arrests made and charges laid. • The RCMP in Newfoundland operates several unique youth programs throughout the province. One such program is "Hands are not for Hitting", which is offered in schools and instructs children about bullying. • The RCMP collaborated with Justice Canada and provincial officials to develop and host interactive learning workshops for Canada's law enforcement community. • Multiple stakeholders composed of the SGC, Canadian Heritage and the RCMP have invested $250,000 to provide Aboriginal youth with an opportunity to develop discipline, confidence, self respect and teamwork by offering 17 weeks of summer employment to encourage them to continue their education and future employment in justice-related fields.

Strategic Priorities	Operational Business Line / Priority Focus	Strategic Outcomes
C International Police Services	Protective Police Services Focus: **A, C, E**	**International Police Services** • The RCMP deployed criminal investigators to the Special Court for Sierra Leone which is responsible for prosecuting those "individuals most responsible" for war crimes committed in that country during the 1999 conflict. • Three Officers within the ranks of the RCMP, all stemming from different sectors, act as Canadian co-chairs within the six working groups of a bi-national event hosted by the US Attorney General and the Solicitor General of Canada, which bring together over 150 policy and law enforcement officials from both countries. This annual event is a cornerstone in promoting bi-national partnerships while addressing transnational crime issues common to both countries. • Interpol was involved in the first DNA exchange to locate a person within Canada who was wanted internationally for multiple murders in the United States
D Alternative Justice	Peacekeeping Services Focus: **A, C, E**	**Alternative (Restorative) Justice** • The RCMP in Saskatchewan have created a partnership with the Federation of Saskatchewan Indian Nations and the provincial Justice Department to provide training to communities in Restorative Justice. Saskatchewan has the greatest use of Restorative Justice or Alternative Measures per capita in the country.
E Integrated Policing	National Police Services Focus: **A, C, E**	**Integrated Policing** • For the first time in Canada, members of the RCMP General Duty Protective Policing Section (GDPPS) of Ottawa were recently sworn in as Special Constables with the Ottawa Police Service (OPS). Under this new arrangement, these officers will have the discretion to respond to incidences that require immediate police intervention under statutes such as the *Ontario Highway Traffic Act*, *Liquor License Act*, and *Mental Health Act*. • Joint U.S./Canada organized crime threat assessments enable improved cross-border investigations involving the RCMP and the FBI • A working group with the German BKA is a newly organized working group to address national security operational issues of common interest/concern. • 1360 kg of cocaine seized. Numerous arrests were made in Columbia, Panama, Mexico and Canada, and drugs were seized worth an estimated $136M as a result of an investigation into a criminal organization with close ties to Columbia, conspiring to import cocaine into Canada.

These strategic priorities, strategic outcomes and accountabilities served as the framework to define the RCMP programs and services to Canadians, and are the basis for the report on RCMP results and outcomes.

Section 5: Strategic Outcomes by Strategic Priority

Strategic Priorities

- Terrorism/Organized Crime
- Youth
- International Police Services
- Alternative Justice
- Integrated Policing

Strategic Objectives

- Prevention and Education
- Intelligence
- Investigation
- Enforcement
- Protection

Terrorism / Organized Crime

1. REDUCE THREAT OF TERRORISM / ORGANIZED CRIME

Strategic Outcome Statement:

Disrupt, dismantle and prevent organized/terrorism criminal groups from operating in Canada

Performance Indicators:

- number of sub-groups seriously disrupted/ dismantled from the organized/terrorist criminal groups identified as the top priority threats to Canada
- number of threats, incidents and attempts failed related to designated protected persons

Business Line Accountability:

- Federal Policing Services
- Protective Policing Services
- National Police Services

Strategic Outputs/Outcomes:

- Security and safety
  - established four Integrated National Security Teams (INSETs) in Vancouver, Toronto, Montreal and Ottawa
- staffed the Anti-Terrorist Financing Group targeting terrorist groups – identifying and pursuing financial enforcement opportunities
- placed specially trained Aircraft Protective Officers (APOs) on selected domestic, international, and specific threat flights
- prepared threat and/or risk assessments for the Civil Aviation Protective Intelligence (CAPI) unit
- placed five Assistant Liaison Officer positions (Kingston, Madrid, The Hague, Beijing, Vienna) to establish new partnerships internationally, and provide investigative support and intelligence
- seized at the Vancouver, Toronto and Montreal airports, a total of $170,072,404 in illegal goods including drugs, altered passports, stolen credit cards
- participated in the Federal/Provincial/Territorial Council on Identity to increase the integrity of Canadian passports, travel documents and the Citizenship process
- participated in the Document Integrity Technical Working Group
- enhanced the Immigration & Passport training program for travel documents
- developed intranet training modules on process of counterfeiting travel documents

- ▶ distributed Counterfeit Alert Bulletins on travel documents to accredited law enforcement agencies

- ▶ created Integrated Immigration Enforcement Teams (IIETs) in Montreal, Toronto and Vancouver

- ▶ created three Source Development Units to enhance the capacity of the RCMP to prevent and investigate terrorist activities in Canada through human source development

- ▶ supported the Organized Crime Learning Strategy — integrated investigations training initiative on human sources

- ▶ created the Organized Crime program management unit to track the metrics and impact of organized crime and terrorism

- ▶ implemented SLEIPNIR/Ops Model training throughout the RCMP to enhance threat/risk evaluations

- ▶ produced a comprehensive national threat assessment and monthly bulletins on organized/ serious crime

- ▶ published the CISC *Annual Report On Organized Crime in Canada*

- Smuggling and proceeds of crime

  - ▶ established a working group to develop an evaluation matrix for the impact of POC Organized Crime

  - ▶ developed a module to introduce intelligence resourcing to undercover operatives

  - ▶ worked with US BCBP and ATF on the Intelligence Working Group in support of the Federal Tobacco Control Strategy

  - ▶ co-hosted international conference with CCRA and ATF

  - ▶ published six Intelligence Reports and two joint Tobacco Assessments with CCRA

  - ▶ deployed five surveillance technicians to enhance border support to investigations

  - ▶ restructured and enhanced the capacity for the Proceeds of Crime program's coordination and management to respond to concerns raised by Central Agencies for strategic resource allocation across the country

- Technology

  - ▶ rolled-out a new version of NCDB web based application allowing the storage of text documents, photos, video, audio clips and other file types for RCMP workstations having INFOWEB access nationally and internationally

  - ▶ created an interface between SPURS and NCDB – 10% of total increase of files – allowed for an increase of 143% of stored information

  - ▶ modernized SCIS to include email facility for communication of information and intelligence

  - ▶ enhanced ACIIS to ensure sharing of intelligence systems

  - ▶ equipped border patrol cars with CIIDS/ROADS for critical information on occurrences, vehicles, suspicious persons and behaviours.

  - ▶ designed and built portable armour systems for VIP and tactical operations; completed six Armoured Limousines and refurbished older vehicles; rebuilt four armoured six wheeled vehicles; enhanced the security equipment for upgrades of the Central Station Alarm Systems (CSAS) and negotiated maintenance and emergency repair contracts in the NCR; enhanced video security systems and monitoring equipment for designated federal buildings; enhanced the equipment and capability for rapid deployment operations; conducted research on the Urban Blast Expert project;

- Partnerships

  - ▶ signed MOU with EC for environmental crimes involving major organized crime groups

  - ▶ established a protocol for exchange of information

  - ▶ worked with DOJ, CCRA and private industry to establish an integrated approach to the sharing of intelligence

  - ▶ worked with CSIS, CISC, SGC, Natural Resources Canada, DFAIT, CCRA, and PCO to monitor illegal activity in the Canadian diamond industry

  - ▶ participated in the UN Protocols working group on the trafficking of human beings

▶ worked closely with key contacts and CIC, at selected foreign airports to address illegal immigration/human smuggling

▶ created the International Joint Management Team (RCMP, CIC, CCRA, USBP, USCS and the USCG) to implement the Border Integrity Strategy

▶ deployed to 23 IBET locations in 14 IBET regions, with 94 new FTEs working with multiple enforcement agencies

▶ completed joint criminal intelligence assessments in Canada

▶ increased the interoperability of units combatting terrorist/organized crime groups; and engaged working level secondments from TC, CCRA, CIC, and CSIS

▶ published "Don't Become a Victim of the Illegal Trade in People "in eight languages

▶ partnered with law enforcement agencies to increase border awareness

▶ developed a booklet on the Coastal/Airport Program

▶ developed with CIC joint national priorities to address terrorist/organized crime groups who manage Identity Factories

▶ formed a national working group on identity theft – founding members of the National Identity Theft Working Group

▶ trained selected Immigration & Passport investigators, financial investigators, and appropriate analytical resources to this priority

• Aboriginal

▶ assigned First Nations officers to IBET intelligence/operational positions in "O" Division

▶ created a First Nations Organized Crime Task Force in "C" Division to combat organized criminal activity in and around First Nations communities throughout Québec

Planned Improvements as per the 2003/04 planning and priorities process:

• evaluations and consultations to ensure the international Liaison Officer positions are strategically located

• operationalize all Source Development Units for the fall of 2003

• create an audit process to permit the capture of data supporting the terrorist/organized crime performance indicators

• monitor reorganization and enhanced accountability on the Proceeds of Crime Program

• enhance joint initiatives, improve information exchange, and share technology with the US re contraband tobacco products

• engage with Finance Canada and various partners re illicit tobacco trade issues

• produce a leaflet on trafficking humans to be translated into six additional languages

• roll-out the border awareness presentation to all IBET personnel to educate the public, partners and other law enforcement agencies on the role of IBET

• develop Organized Crime Program research capability to pro-actively and strategically implement counter measures against Organized Crime groups

• forge and strengthen relationships with other government departments, academia and NGOs.

• produce a *National Threat Assessment on Organized and Serious Crime in Canada*

Key Partners:

• other Canadian and foreign law enforcement agencies – government departments, municipal, provincial, territorial agencies UNCIVPOL, USINS, FinTRAC, FAMD, SPMD, CSIS, private industry – Canadian Bankers Association, international airlines

Intellectual property crime is a growing phenomenon that generates huge losses for legitimate industry, the economy and the Government of Canada. According to Interpol, it has links to organized crime and terrorists.

Youth

2. REDUCE YOUTH PARTICIPATION IN CRIME

Strategic Outcome Statement:

Invest in the long-term wellness of communities by crime prevention activities targeting youth – beginning at an early age and focusing on the root, underlying social causes

Performance indicators:

- number of RCMP members who received training on the principles and provisions of the *Youth Criminal Justice Act*

- number of RCMP members who participated in national or Divisional learning opportunities around the RCMP's youth priority

- number of RCMP members who participated in training on crime prevention through social development

Business Line Accountability:

- Contract Police Services

Strategic Outputs/Outcomes:

- Training / learning

  - ▸ emphasized crime prevention approaches for risks to children and youth

  - ▸ enhanced police awareness of youth justice legislation and its underlying principles

  - ▸ collaborated on specific risks to youth, such as drug abuse, sexual victimization, crimes involving the Internet and family violence

  - ▸ increased awareness amongst employees about Fetal Alcohol Spectrum Disorder (FASD)

> For the last six years, members of the Grande Prairie RCMP Detachment have hosted a week-long camp, called Camp Little Buffalo, for kids at risk of involvement in criminal activity. The members volunteer their time to mentor these kids – aged 11 to 13.

  - ▸ evaluated programs for relevance to youth issues and specific youth populations, including Aboriginal

  - ▸ provided comprehensive youth justice learning materials to employees

  - ▸ provided learning sessions on the *Youth Criminal Justice Act* in all provinces and territories

  - ▸ conducted workshops on YCJA for police agencies across the country

  - ▸ coordinated a national workshop on the youth priority for members from all Divisions

  - ▸ collaborated with federal partners/other police agencies on integrated training models for club drugs and raves

  - ▸ implemented school liaison programs to support the Drug Abuse Resistance Education (DARE) program and deal.org. for prevention of crime and victimization of youth

  - ▸ developed CPSD and FASD learning materials

- Response

  - ▸ established youth as a strategic priority in all Divisions

  - ▸ developed policy on FASD

  - ▸ tracked use of extra-judicial measures as outlined in the *Youth Criminal Justice Act*

  - ▸ implemented pilot projects in Prince Edward Island and the Yukon for analysis of youth issues, identification of resource needs, and support of community resources – youth outreach worker, community coordinator

  - ▸ developed on-line child pornography reporting – cybertip.ca operated by Child Find Manitoba

  - ▸ conducted consultations with three specific youth populations: sexually victimized youth, Aboriginal youth, and visible minority youth

  - ▸ supported Health Canada on the Canadian Incidence Study of Reported Child Abuse and Neglect

  - ▸ collected data on RCMP awareness of youth justice legislation and restorative justice

The RCMP, in partnership with the Government of Yukon and First Nation organizations, has developed an integrated drug awareness curriculum for kindergarten to grade 12.

The Substance Abuse Strategy and Solutions Yukon (SASSY) program is a unique initiative within Canada, decreasing violence and classroom disruptions.

The SASSY group also created the "Keeping Youth Drug Free" guide book to help adults talk to youth about drugs.

International Police Services (including Peacekeeping)

3. PROVIDE EFFECTIVE SUPPORT OF INTERNATIONAL OPERATIONS, INCLUDING PEACEKEEPING

Strategic Outcome Statement:

Provide effective support of international operations/ initiatives by using modern management and assessment practices

Ensure that the services provided meet the needs of our domestic and international clients and partners

Contribute to the priority of combatting terrorism/ organized crime

Performance Indicators:

- satisfaction levels expressed by partners on the quality of partnerships

- effectiveness of local police in countering trans-border criminal activities

- growing volume of valuable criminal/terrorist information received

- safe movement of IPPs and Canadian dignitaries

- safe movement of travelling public on air flights

Business Line Accountability:

- Federal Policing Services

- Protective Policing Services

- National Police Services

Strategic Outputs/Outcomes:

- created the International Joint Management Team (RCMP, CIC, CCRA, USBP, USCS and the USCG) to implement the Border Integrity Strategy

- participated within numerous international committees (e.g. WITS, ILETS, NCC on Organized Crime, Council of Europe, and G8 Lyon Group research) on initiatives to develop contacts and facilitate exchanges within the intelligence community

Planned improvements as per the 2003/04 planning and priorities process:

- refine learning materials about crime prevention through social development

- expand learning opportunities for employees on crime prevention – social development focus

- develop youth and parent-oriented information booklets on YCJA and consequences of having a criminal record

- develop guidance to employees on interactions with specific youth populations

- support Aboriginal communities in addressing family violence, suicide, and victimization

Key Partners:

- DOJ, SGC, National Crime Prevention Centre, Health Canada, Industry Canada, INAC, Canadian Heritage, DFAIT, CACP, other police services, federal, provincial and territorial departments and agencies, non-governmental organizations, and youth community volunteers

- organized international workshops and training seminars

- entered into investigations in foreign countries with appropriate police and intelligence agencies – Canada-China working group regarding illegal immigration — Europol countries in Source/Witness Protection training

- developed an information management crime reporting module for activities that have transnational significance

- established a reporting procedure for criminal activity intelligence to be reported to the International Peacekeeping Information Management Unit.

- offered highly skilled and innovative Canadian police expertise to Peacekeeping Missions

- advanced the application of successful Canadian Community Policing programs to "in-theatre" environments with UN Missions and local international police

- undertook a Community policing project with the Dominican Republic under the Inter-American Commission on Drug Abuse Control (CICAD)

Planned improvements as per the 2003/04 planning and priorities process:

- continue evaluations and consultations to ensure the Liaison Officer positions are strategically for the fight against organized crime/terrorism.

- create a committee to evaluate training in consultation with other international partners

- develop national and international public order working groups

- develop further contacts within the international intelligence community

- develop the MOU between RCMP/CSIS to set out the expanded cooperation and sharing protocols

Key Partners:

- other Canadian and foreign law enforcement agencies – government departments, municipal, provincial, territorial agencies UNCIVPOL, USINS, CSIS, private industry – international airlines

Restorative (Alternative) Justice

4. ADVANCE RESTORATIVE (ALTERNATIVE) JUSTICE

Strategic Outcome Statement:

Adopt policing approaches that are responsive to the needs and culture of communities by focusing on alternatives to the traditional criminal justice system that decreases recidivism and work for both victims and offenders

Performance Indicators:

- communities receptive to restorative justice approaches, including Community Justice Forum

- number of Community Justice Forum training sessions

- standardization of restorative justice training

- trends in adults being diverted from the formal criminal justice system

- trends in young persons being dealt with through restorative justice processes rather than the formal justice system

Business Line Accountability:

- Contract Police Services

Strategic Outputs/Outcomes:

- improved the OSR system – system edits, redesign of reports, addition of features, and on-line editing capability

- convened a national "visioning" exercise to plan strategic priorities

- developed a restorative justice action and funding proposal

- collaborated with Federal Agencies to implement processes to assess the impact of restorative justice activities

- instructed employees on data collection techniques for restorative justice measures

- reviewed practices to monitor trends in Alternative Justice

- analyzed data on the impact of training in Community Justice Forums and conflict resolution efforts in school districts

- attended National Conference on Restorative Justice held in conjunction with the Canadian Criminal Justice Association re the issues/concerns on Alternative Justice

- participated in the National Restorative Justice Advisory Panel

- reviewed national policy on the use of restorative justice

- provided the Aboriginal Justice Learning Network with resources to advance the understanding of Community Justice Forums, as well as Aboriginal history and culture

Planned Improvements as per the 2003/04 planning and priorities process:

- finalize Community Justice Forum Course Training Standards (CTS) for "train the trainers" and "train the facilitators" components

- update all restorative justice materials in line with international and national principles

Key Partners:

- DOJ, SGC, INAC, National Crime Prevention Centre, provincial and territorial officials

Integrated Policing

5. DEMONSTRATE LEADERSHIP IN INTEGRATED POLICING AT ALL LEVELS

Strategic Outcome Statement:

Promote the sharing of criminal intelligence, investigative tools and techniques, information and strategic management of resources at the municipal, provincial, national and international levels of law enforcement

Promote partnerships that will help improve international policing operations, and build civil and democratic infrastructures abroad

Advance intelligence analysis and specialized investigative training to effectively achieve results at a reduced direct cost

Use the scientific and technical investigative support, as well as the data warehouse available from NPS.

Performance Indicators:

- satisfaction levels expressed by partners on the quality of service and partnerships

- delivery of accurate data, and the number of criminal investigations enhanced

- effectiveness of local police in countering trans-border criminal activities

- volume of valuable criminal/terrorist information received and analysed

- CISC partners' satisfaction with the quality and timeliness of criminal intelligence

- safe movement of IPPs and Canadian dignitaries

- safe movement of travelling public on air flights

- number of inter-jurisdictional crime-to-crime matches in forensic tools and by fingerprint comparison

- inclusion of partner/client/stakeholder resources in NPS program delivery – secondment of resources to partner agencies

- reduced backlogs and errors – faster, more efficient methods of producing fingerprint forms

- adoption of common standards, tools and business rules relating to information sharing and interoperability of NCJI

- increased research into anatomical body modelling and virtual reality on screen crime scene reconstruction

- number of course training standards, participation in communities of practice (in person or in cyberspace), educational partnerships with other institutions of higher learning

- university credit recognition for CPC courses

Business Line Accountability:

- Federal Policing Services

- Contract Policing Services

- Peacekeeping Services

- Protective Policing Services

- National Policing Services

Strategic Outputs/Outcomes:

- Training/learning

  - ► organized workshops/training seminars and implemented joint planning, training, operational deployment and sharing of resources with municipal and provincial policing partners to police public order events such as the G8 and the Papal visit

  - ► worked investigations in foreign countries with appropriate police and intelligence agencies – Canada-China on illegal immigration; Europol on Source/Witness Protection training

  - ► participated on Joint Intelligence Teams for public order – providing the critical link to national and international coordination of intelligence and information

  - ► championed communities of practice for police learning – through partnerships with institutions of higher education

  - ► founded the International Cybercrime Technical Action Group (ICTAG), and remain a member of the Canadian Association of Police Educators (CAPE)

  - ► collaborated with Volunteer Canada on an information brochure about criminal records checks in the context of volunteer screening

  - ► delivered high quality and timely revisions to CPC curricula, conducted environmental scans, and implemented course training standards – courses and training are referenced routinely in court by investigators as proof of expertise

  - ► worked to increase the volume of CPC distance learning via the Internet, and enhanced distance learning and internet investigative training – delivered off-site to Vancouver, B.C., Brampton, Ont., St. John's, Nfld. and Bermuda

- Partnerships

  - ► enhanced partnerships with police and law enforcement agencies nationally and internationally to produce more meaningful, timely threat assessments

  - ► created the International Joint Management Team (RCMP, CIC, CCRA, USBP, USCS and the USCG) to implement the Border Integrity Strategy; deployed to 23 IBET locations in 14 IBET regions, with 94 new FTEs working with multiple enforcement agencies

  - ► strengthened partnerships with Canadian/ international agencies and external clients to promote the use of the National Institute Standards of Technology (NIST) standards for the exchange of fingerprint, palmprint, facial image and scars, marks and tattoo identifications

  - ► signed an MOU with the FBI to use NIST information management crime reporting module for transnational activities

  - ► established a reporting procedure for criminal activity intelligence for the International Peacekeeping Information Management Unit

  - ► established INSET units in Montreal, Ottawa, Vancouver and Toronto; with CCRA, CIC, CSIS, Transport Canada, municipal and international law enforcement agencies

  - ► signed an MOU with CIC redefining the enforcement partnership relative to IRPA

▶ identified and agreed upon Joint National Priorities with CIC

▶ seconded a CIC Intelligence Officer to the RCMP

▶ drafted an MOU with CCRA, Excise Duty and Taxes Directorate, on the division of investigative and enforcement responsibilities

▶ seconded four provincial and municipal law enforcement officers (OPP, Montreal, Toronto and Halifax) to Interpol Ottawa to coordinate major international initiatives for Interpol General Secretariat in Lyon, France

▶ developed a National Port Strategy with TC.

▶ developed operational protocols with TC. for the CACPP

▶ developed MC on Marine Security

▶ seconded an employee of TC to develop threat assessments for protective functions

▶ established an MOU with the Office of the Chief Medical Examiner of Alberta in January 2002 for the provision of Toxicology Services

• Other Activities

▶ staffed Anti-Terrorist Financing Group (ATFG) for coordinated financial intelligence, analysis, prioritization and pursuit, in collaboration with domestic and international partners

▶ completed version 1.0 of the RECOL (Reporting Economic Crime On-Line) software for clustering, profiling and packaging public complaints to appropriate investigative agencies

▶ developed business case on the feasibility of web-based TSMIT

▶ designated Organized Crime Branch Supernumerary Special Constables (SSC) as police officers working cross-jurisdictionally in JFO units

▶ enhanced IMET strategy for securities fraud analytical capability

▶ maintained a leadership role in the Market Integrity Computer Analysis (MICA) consortium

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The National DNA Data Bank (NDDB) achieved 474 Offender Matches. The NDDB database contains 17,906 Convicted Offender profiles and 3,919 Crime Scene profiles for a total of 21,825 profiles.

▶ created the Canadian Executive Protective Intelligence Unit and the Civil Aviation Protective Intelligence Unit to enhance intelligence capacity

▶ established partner and stakeholder baseline surveys to collect feedback on satisfaction levels for performance management needs both domestically and internationally

▶ promoted the use of CISC's national threat assessment process

▶ evaluated the Proceeds of Crime (Money Laundering) Act using performance evaluation tools such as file review and interviews

▶ enhanced operational support, or "surge capacity" for FLS and contributed to the maintenance of a high level of service

• Technology/ equipment

▶ renewed and upgraded technology based tools assisting police agency operations: CPIC; National Radio Strategy ($2,734,377.36 to enhance the IBET radio systems); PROS; National Criminal Justice Index; and CenCIS II, to lawfully intercept private communications

▶ reviewed DNA identification technology to increase alignment and integration of services with criminal justice partners

▶ achieved FLS memoranda of understanding, agreements or contracts documenting partnerships with the criminal justice community

▶ maintained NDDB DNA profiles of crime scene samples

▶ 32 cross-jurisdictional crime-scene to crime-scene sample identifications were made

▶ enhanced the use of NIST Automated Fingerprint Identification Systems (AFIS) between federal, provincial, local, and international users

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▶ enhanced the security and functionality of the CISC's ACIIS application

▶ incorporated technology and upgrades in the delivery of services using Real Time Identification (RTID), Criminal Records Entry Maintenance and Monitoring Direct Entry System (CREMM-DES), and the Regional Automated Fingerprint Identification Access System (RAFIAS)

▶ used RTID, NIST, CREMM-DES and RAFIAS systems to transmit high resolution images and photographs

▶ completed functional specifications, data requirements and some design work for a standardized platform for the National Criminal Justice Index (NCJI)

▶ identified a long-term funding strategy for further development of NCJI

▶ purchased LiveScan units for major border crossings, airports, ports, and police units for the electronic transmission of fingerprints, palmprints and photographs to the Automated Fingerprint Identification System (AFIS) site

Planned Improvements as per the 2003/04 planning and priorities process:

• anatomical body modelling and virtual reality on screen crime scene reconstruction project presently not active due to limited results and shifting priorities

• establish a committee to evaluate international training in consultation with other international partners, e.g. CICAD.

• study the co-location, radio interoperability, and the rollout of a border awareness campaign for the Border Integrity Strategy,

• create a local/regional management team re: the Joint National Priorities for the Immigration Refugee Protection Act – assess the partnership with CIC

• complete the review of the draft MOU with CCRA on investigative and enforcement responsibilities

• formalize partnerships with other law enforcement and investigative agencies in the regulatory and private sectors regarding RECOL.

• establish partnership with the new non-for-profit agency, National White Collar Crime Center of Canada (NW4C)

• create integrated investigative teams at ports of Vancouver, Montreal and Halifax – each team will consist of eight RCMP members working with CCRA and the local police

• develop national and international public order working groups – improve and formalize a collaborative strategy to communicate with stakeholders at public order events

• support a national roll out of TSMIT to lead to integration

• establish further contacts within the international intelligence community

• develop the MOU between RCMP/CSIS to set out the expanded cooperation and sharing protocols

• expand the employment of SSCs to other police services based upon the expansion of CFSEU concept

• create IMETs, to be located in Toronto, Vancouver, Montreal and Calgary.

• enhance the IBET interim radio solutions

• continue integration and alignment of NPS programs with those of clients, partners and stakeholders

• implement the NIST standard to allow the "plug and play" for all future biometric devices

• enhance the use of ACIIS by the Canadian law-enforcement community

• integrate the comprehensive network of criminal justice and law enforcement agencies through NCJI

• advance the recognition of CPC courses by Canadian universities

• continue to implement and develop standards-based technological platforms provided by RTID, NIST, CREMM-DES and RAFIAS

• engage discussions with the Integrated Proceeds of Crime (IPOC) partners and Central Agencies to clarify data collection and reporting framework.

- introduce, support and validate new technology to provide a new range of scientific and detection of forensic evidence

- strengthen partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute Standards of Technology (NIST)

- increase percentage of turn-around targets met according to established FLS service standards

- survey CISC's agencies/partners to baseline the quality and timeliness of service

- develop a new program of studies and a new executive-level course at CPC – advance the recognition of CPC courses by Canadian universities

- ensure public safety partners and systems that deliver electronic information share timely information

Key Partners:

- SGC, PCO, PMO, CIDA, CISC, DND, CIC, CACP, TC and other federal agencies and departments; Interpol, Europol, G8 Senior Experts Group on Transnational Organized Crime and International Terrorism, CICAD of the Organization of American States, International Association of Chiefs of Police, International Association of Intelligence Analysts, and law enforcement counterparts in the USA, England, Australia and other international law enforcement agencies; provincial, territorial and municipal judicial and police services, police training/educational institutions, Integrated Justice Initiative (IJI) Steering Committee, and the Canadian Safety Council

Responsiveness to the Community

6. ADVANCE RESPONSIVENESS TO THE COMMUNITY

Strategic Outcome Statement:

Target those groups with a high potential of committing violent crimes

Assist those groups which are statistically more vulnerable to being victims of violence (i.e. children, elderly, ethno-cultural groups, First Nations peoples, women)

Improve services to broader police and law enforcement

Performance Indicators:

- trends in police-reported crime rates on "crimes against the person"

- trends in victimization rates reported through victimization surveys

- crime prevention and victimization learning material ready for distribution

- number of partnering Agencies working with police on "awareness" programs

- number of police officers using the various "awareness" programs

- number of courses held on crime prevention, suicide prevention, traffic services, and the number of personnel trained

- trends in the rate of commitment by the public to wear seat belts

- trends in the percentage of impaired drivers in rural areas

- reduction in violence noted at major public order events, (ie G8, GATT, etc)

Business Line Accountability:

- Contract Police Services

- National Police Services

Strategic Outputs/Outcomes:

- Community policing

  ► developed new partnerships to provide public education and awareness on crime prevention

  ► completed the review of the General Social Survey (GSS) Victimization Surveys with partners

  ► conducted "rural" seat belt baseline surveys with Transport Canada in several provinces, and a night time drinking/driving survey in Alberta

  ► provided three day training sessions for Traffic Service members in the Principles of Public Safety Centred Problem Solving

  ► provided training to improve the public's commitment to wear seat belts and reduce the incidents of impaired driving – *Canada's Road Safety Vision 2010*

  ► produced the video safety kit, "*BE BRIGHT THINK RIGHT*" in partnership with various government agencies and in cooperation with Scouts Canada

  ► partnered with various federal agencies to develop surveys on violence relating to domestic sexual assault issues

  ► accessed funding through the Family Violence initiative to support community surveys of effectiveness of educational programs

  ► trained 72 citizens in various communities in suicide prevention techniques

  ► provided guidance and support to the National Aboriginal Circle Against Family Violence

  ► developed a national workshop on family violence

  ► sponsored the CACP National Forum on Family Violence 2003

  ► participated in Federal-Provincial-Territorial working group on spousal abuse policies and legislation

  ► supported Aboriginal communities in family violence, suicide, and other forms of victimization

  ► provided training for peace officers and service providers on spousal/partner assault

  ► delivered the Sexual Assault Investigators course in BC and Nunavut

  ► collaborated with Volunteer Canada on an information brochure about criminal records checks

- Services to the policing community

  ► improved capacity to respond to major public order incidents – supporting the democratic rights of individuals who wish to exercise their rights and freedoms

  ► implemented a proactive strategy to enhance communication and working relations with demonstrators and other stakeholders in major events

  ► Reduced the level of violence associated to anti-globalization demonstrations during the G8 summit

  ► upgraded the I&IS systems to establish a program for the conversion of three million C216 master fingerprint cards to the NIST

  ► replaced a photo phone based system for the transmission of fingerprints with Regional Automated Fingerprint Identification Access System (RAFIAS)

  ► converted outdated C-216 paper records to an international standard electronic format

  ► entered DNA profiles into the National DNA Data Bank within eight days of receipt

  ► introduced new FLS technologies supporting criminal investigations

  ► extracted and analysed DNA for use with automated robotic workstations and a very sensitive detection process for human DNA

  ► created several data bases that were offered to clients and peer forensic scientists

> Victims of criminal acts decreased (sexual offence rates decreased by 5% and domestic violence rates decreased by 11%) from 2000 to 2002.

► tested "less than lethal" (non-lethal) weapons for use by police in dealing with civil unrest and public disorder

► tested and graded laboratory equipment obtained through the CBRN Research and Technology Initiative (CRTI) and Public Security And Terrorism (PSAT) programs

► tested explosives sniffing equipment for use in pre-blast and post-blast situations

► completed definition phase of RTID Project

► raised the profile and recognition of NPS internationally

► FLS recognized by the International Prospectors and Developers Association of Canada for a program for diamond source determination, and for scientific creativity to combat the illicit trade in "blood" diamonds

► obtained copyrights, licences and patents from the diamond profiling program

► organized two seminars per year, by CPC Library, on trends and challenges in Canadian policing, featuring leading experts and researchers

► acquired new IT for forensic identification training, cybercrime training, and simulation training, as well as new course delivery vehicles

► improved long-term viability of the CPIC system – replaced "rusted out" technology and upgraded business applications maximizing stakeholder contributions and increasing effective information sharing

► strengthened partnerships with Canadian and international law enforcement agencies and clients to promote the use of the National Institute Standards of Technology (NIST)

► NIST formed the basis for interoperability between federal, provincial, local, and international users of the Automated Fingerprint Identification Systems (AFIS) for the interchange of fingerprint search capability

► completed functional specifications, data requirements and some design work for NCJI enhancing enhanced information sharing

► developed long-term funding strategy for NCJI

► developed a performance evaluation and answerability regime with NPS stakeholders

► provided regular consultations with NPS advisory committees on strategic advice and corporate guidance to maximize stakeholders' return

► evaluated the Biology Casework Analysis Agreements (BCA Agreements) – concerns over the structure of the BCA Agreements, such as the difficulty in explaining the arrangement to their governments and the lack of a clear linkage between the charges for forensic services and the funding of the National DNA Data Bank (NDDB)

► delivered CPC training days more efficiently – funds of approximately $4 million were expended within 1% on direct delivery of training services

Planned Improvements as per the 2003/04 planning and priorities process:

• enhance police awareness of crime prevention approaches, with an emphasis on social development

• augment Traffic Services training for RCMP (in partnership with Transport Canada), with a specific focus on rural areas

• expand PROOF to the Drugs and Integrated Border Enforcement Team (IBET) program and implement quality assurance/control processes to ensure PROOF data integrity

• initiate the implementation of a database to monitor the work performed under the Proceeds of Crime (Money Laundering)Act initiative

• incorporate on-line editing capability within OSR, designed to improve data quality

• consolidate FLS services and streamline casework management to prevent duplication of work

• seek approval and funding for RTID technology to identify suspects while in custody, and update the associated criminal record

- enhance I&IS service delivery by migrating to a paperless workflow and consolidating multiple databases (RTID)

- improve CPIC through furtherance of the CPIC Renewal Project – stabilizing, re-platforming and enhancing the system

- further enhance and expand ACIIS

- launch a suite of electronic products and services at the CPC Library for the desktop of RCMP employees and hire a webmaster in 2003

- increase the quality, quantity and diversity of new scientific processes for forensic applications concerning diamond profiling

- enhance partnerships improving the quality and quantity of FLS forensic capacity

- implement a research agreement between FLS and Laser Diagnostics Inc. (LDI) to adapt LDI technology for the purpose of creating a faster field testing instrument

- implement the NIST standard to allow the "Plug and Play" for all future biometric devices for all agencies wishing to participate in RTID, both domestically and internationally

Key Partners:

- DOJ, SGC, National Crime Prevention Centre, TC, Health Canada, Industry Canada, INAC, Canadian Heritage, Scouts Canada, DFAIT, CACP, other police services, federal, provincial and territorial departments and agencies, non-governmental organizations, and youth community volunteers.

Stewardship and Accountability

7. DEMONSTRATE SOUND STEWARDSHIP AND ACCOUNTABILITY

Strategic Outcome Statement:

Satisfy partners and stakeholders by demonstrating value for money through sound stewardship and rigorous accountability

Reflect other principles of modern comptrollership.

Meet or exceed recognized standards (industry or mutually agreed) for national police services

NPS recognized in the academic, business and law enforcement communities as a leading provider of innovative products and research – developed in-house or initiated/ facilitated the involvement of a reputable third party.

Performance Indicators:

- level of satisfaction expressed by partners and stakeholders – with the quality, accuracy and timeliness of financial reports, services and use of data bases

- number of Quality of Service (Q of S) questionnaire responses to FLS where Case Receipt Unit (CRU) improved client effectiveness/efficiency

- survey results of CISC's agencies and partners to establish a baseline for quality service

- percentage of delivery targets met according to established FLS service standard priorities; accreditations attained or re-accreditations maintained; client satisfaction

- improved response times and reduction of fingerprint backlog

- number of items of intellectual property or assets "exported" by FLS

- performance and interoperability of CPIC system

- highest possible ratio of CPC training days to budget; CPC investment in infrastructure and no lapsed funds at fiscal year end

- stakeholder response to CACP/NPS client survey

- evaluation of stakeholder return by members of NPS advisory committees

Business Line Accountability:

- Federal Policing Services
- Contract Policing Services
- Peacekeeping Services
- Protective Policing Services
- National Policing Services
- Corporate Infrastructure

Strategic Outputs/Outcomes:

- Process

  ▸ set well defined objectives within our strategic priorities and business lines using balanced scorecard methodology – cascaded key objectives with accompanying measures and targets – aligned and monitored initiatives with these objectives

  ▸ conducted several different surveys to establish baseline data on client satisfaction – the general public, clients of Contract Policing, domestic and international policing agencies, and other partners and stakeholders

  ▸ developed methodology to measure the service differentiation between those provided to the Contract Provincial jurisdictions and those undertaken in support of federal accountabilities

  ▸ established a consultation process with provincial contracting partners, to discuss concerns relative to the Provincial Police Services Agreement

  ▸ established a new service delivery model for FLS embracing "one laboratory service, several delivery sites" – improvements in consolidation and accountability

- Response

  ▸ contributed to the baseline review report for the Measures to Combat Organized Crime Initiative

  ▸ expanded the Priority Rating of Operational Files (PROOF) system to improve our accountability of Federal Services' resources

  ▸ evaluated the Proceeds of Crime (Money Laundering) Act focussing on the performance evaluation tools such as file review and interviews to address revenue reporting and accountability issues

  ▸ managed the ASI funding restrictions to 65% of the original allotment of funds for the fiscal year 2003/04

  ▸ delivered two training workshops with CIDA on Results Based Management (RBM) reporting as a means of improving the quality of reporting

  ▸ conducted an "A" Base review of the Protective Policing Services Business Line – eliminating low value work and modifying the service delivery model

  ▸ captured the hours devoted to protective duties in various Federal and Protective Policing units

  ▸ Canadian Police College achieved the cost-recovery target of $3.5-million for the fourth consecutive year – recovering over $400,000 in short-term rental of facilities (up from $150,000 two years previous)

  ▸ implemented ebusiness practices encompassing on-line registration, facilities booking, and other client-interface business processes

  ▸ expended $4-million on direct delivery of training services – resulting in training days delivered much more efficiently – reinvested savings in training and infrastructure

  ▸ executed FLS client survey – indicating shorter investigations in 16% of cases; lower investigative costs; successful identification and/or elimination of suspects in 33% of cases; and FLS service was timely or acceptable 94% of the time

  ▸ implemented Laboratory Information Management System (LIMS) – permitting six forensic lab sites to function as a single virtual lab

  ▸ attracted and monitored stakeholder contributions to Forensic Laboratory Services (FLS) and optimized stakeholder returns on those contributions. FLS secondments were arranged, in addition to goods/services in kind and cost-sharing agreements

Planned Improvements as per the 2003/04 planning and priorities process:

- improve the ability to capture performance data by integrating our information systems with a Business Intelligence application.

- refine the performance management methodologies to identify measures that are more meaningful while integrating risk management

- administer further workshops on RBM to further enhance service delivery.

- implement a system to support and facilitate risk management practices in the determination of resource requirements for Protective Policing.

- optimize the scheduling of members based on foreseeable requirements for Protective Policing services, thus reducing overtime costs.

- improve the key RCMP data collection system, Operational Statistical Reporting (OSR)

- reorganize CPC Business Services Branch to streamline processes, allowing for increased focus on clients and improved cost-efficiency; utilize e-business to improve service and reduce costs.

- repeat client and partner surveys annually and drive down to a lower level (district or detachment).

- provide a seamless, paperless electronic submission of criminal record data to the Central Repository

- develop a Treasury Board submission to achieve Preliminary Project Approval for RTID, as well as develop a Request for Proposal (RFP) and create an Evaluation Plan analysis into possible sources of funding

- implement the CPC business case, which includes a funding request for e-business and enhancements to the student residences' telecommunications systems

- establish NCJI as a key tool to the entire law enforcement and criminal justice communities with the increased capacity to apprehend suspects faster by enabling one-stop information indexing

Key Partners:

- SGC, central agencies, private sector consultants, and other departments/organizations who may demonstrate a best practice

Section 6: Financial Performance and Audit Results

Strategic Priorities

‣ Terrorism/Organized Crime
‣ Youth
‣ International Police Services
‣ Alternative Justice
‣ Integrated Policing

Strategic Objectives

‣ Prevention and Education
‣ Intelligence
‣ Investigation
‣ Enforcement
‣ Protection

Key Internal Audit Projects

Canada Labour Code Part II

In 2001, senior management requested the involvement of Internal Audit in a consulting capacity to assist the organization on a management framework towards supporting compliance with the Canada Labour Code, Part II.

The purpose of the framework was to assist in carrying out activities to support compliance with Part II of the Canada Labour Code. The framework aimed at improving controls, addressing improvement opportunities, and proposing options that may be implemented to support compliance with the Canada Labour Code, Part II.

Audit of the RCMP's Contracting Framework

An audit was undertaken of the RCMP contracting framework. The purpose of the audit was to provide reasonable assurance that the framework was adequate and effective to:

• determine whether contracting policies were compliant with government regulations and policies.

• determine whether the contracting framework was adequate to effectively support contracting activities.

• assess whether contracting activities were conducted in compliance with the contracting framework and government regulations and policies.

The audit results concluded that the contracting policies were compliant with government regulations and policies. Some opportunities for improvement exist with respect to planning, training and monitoring within the contracting process. Based on an examination of contract files, we found that improvements can be made in documentation and communications between the Policy Center and Regional Corporate Management Offices.

Canadian Police Information Centre Renewal (CPIC-R) Project Financial Audit

Senior RCMP management requested a financial audit of the CPIC-R project. The purpose of the audit was to provide reasonable assurance that the project report, as of August 2002, was fairly stated, in all material respect, in accordance with the provisions of relevant government regulations.

The audit concluded that the financial status report was fairly stated. For the period beginning in 1996 to March 31, 1999, the auditors were unable to obtain sufficient supporting information to provide assurance regarding the related expenditures. The actions taken as a result of the report indicated that policies regarding documentation will be strengthened.

Audit of the Major Events Inventory

On completion of the G8 Summit event, an Internal Audit of the remaining inventories of equipment and supplies was completed. The purpose of the audit was to provide reasonable assurance that the Master Inventory list as of February 7, 2003, was fairly stated, in all material respects.

Difficulties were incurred when reconciling the physical inventory with supporting documents. The audit contained recommendations for improvement of future major events.

Consolidated Reporting

Procurement and Contracting

Corporate Procurement and Contracting Services Branch (CP&CS) is the policy center responsible for a policy and monitoring framework for its procurement and contracting activities. It is also an operating center, responsible for national procurement, for the provision of uniforms and personal equipment and for the provision of an armorer's service.

Over the last year, CP&CS has reorganized to enhance the effectiveness of its policy, monitoring and quality assurance responsibilities:

• established a Planning, Monitoring and Reporting section which includes a Quality Assurance sub-unit;

• established a dedicated Procurement and Contracting Policy section

• expanded its direct procurement role by accepting responsibility for procurement activities in support of National Headquarters

In support of both the concept of modern comptrollership and the principles of good administration the Branch has undertaken the following initiatives:

• provision of professional and technical training to procurement staff to enhance their professionalism and quality of service

• a major project to update and consolidate all policies related to the procurement, management and disposal of assets and to coordinate the update of financial policies

• commenced the production of a manager's guide to procurement

• established a Web site to enhance communication

• developed a balanced scorecard that establishes outcomes and objectives for the Branch in the areas of service, management excellence and the establishment of a workforce of excellence

As a long-term investment for future productivity gains and an enhanced quality of service, the RCMP will be a "lead" department in PWGSC's Electronic Supply Chain Project.

CP&CS remains committed to continuous improvement in the provision of an effective, efficient and professional procurement service. We have undertaken a number of initiatives that support this objective as part of its balanced scorecard commitments.

Modern Comptrollership

Modern Comptrollership (MC) remains a key driver of the management improvements. In 2002-03, at the end of the successful two-year pilot phase, the RCMP elected to make the Office of Comptrollership Modernization (OCM), (comprised of a senior manager and a program officer), a permanent part of its organization to ensure continued positive momentum and an ongoing focus for the Modern Comptrollership efforts.

The OCM continues to implement the various recommendations in the Management Improvement Plan (developed from the results of the Force-wide Capacity Check completed in 2000-01) and contributes to the development of risk management approaches such as the Integrated Risk Management Framework, for broader application.

The RCMP was a pilot for Modern Comptrollership – positive efforts and management commitment have already been recognized by the Office of the Auditor General and the TBS. Modern Comptrollership principles and practices are increasingly entrenched in the RCMP, and it is continuing to share its expertise Government-wide and at departmental levels. Increased rigour and discipline have been implemented in financial management and control processes, as well as in the area of audit.

The Balanced Scorecard tool has been adopted and implemented, along with a performance management regime that will reinforce accountability for results to Parliament, partners, stakeholders, and the public. This will ensure a better alignment of decisions with strategic priorities; ensure that such strategic decisions are made using results and performance information; and demonstrate, at all levels, value for the public monies.

MC communications initiatives were also pursued internally and externally in order to enhance and broaden orientation, awareness and acceptance of MC goals. This includes briefings and presentations internally and externally – to central agency sponsored events, and to other government departments. We are a "mentoring" department, providing support to TBS as it assists new departments beginning the implementation of the MC initiative. We are also an ongoing participant in the Modernization Task Force of Deputies (of which the Commissioner is a member); the Comptrollership Council of ADMs, and the Directors General Working Group.

Voluntary Sector Initiative (VSI)

The VSI is a joint initiative to strengthen the capacity of the voluntary sector, to enhance the relationship between the sector and the Government of Canada, and to ultimately enhance the qualify of life for Canadians. Phase I of the initiative concluded in the Fall of 2002; however, significant work continues under Phase II until 2005, when resources will come to an end.

With over 75,000 volunteers engaged in a range of activities (e.g. victim's services, search and rescue, Auxiliary Constables, etc.) across the country, the RCMP is a leader in its partnership with citizens in community well-being. Our relationship with volunteers and the voluntary sector is the cornerstone of our community policing philosophy and serves as an important building block as we move toward a vision of integrated policing.

Over the past fiscal year, the RCMP has maintained an active role in the activities of the VSI, including:

- participating in the consultation and evaluation exercises of the Code of Good Practice on Policy Dialogue;

- identifying a senior official to lead the RCMP's involvement in the VSI and the building of strengthened relationships with the voluntary sector;

- monitoring the relationships and projects sponsored and co-sponsored by the RCMP through the Sectoral Involvement in Departmental Policy Development (SIDPD) process; and

- participating in the Solicitor General's Portfolio Liaison Committee on Relations with the Voluntary Sector.

Storage Tank System

The number of reportable tank systems is 52. Eighteen tanks are in compliance and work is progressing to upgrade the other tanks as resources allow. Details have been reported through Environment Canada.

Service Improvement Initiative (SII)

During fiscal year 2002/2003, the RCMP undertook an important initiative to measure the satisfaction levels of all of its clients/partners/stakeholders. A strategy was conceived through the implementation of a new annual survey program. A coordinated survey process will provide baseline and long-standing information into the Force-wide performance management program which uses the Balanced Scorecard methodology.

Important measurement dimensions of Performance Management using the Balanced Scorecard include the establishment of baselines to measure the satisfaction of the following groups: citizens, clients with whom we have policing contracts (provincial, municipal and First Nations), other policing agencies, all other partners (municipal, provincial, national and international levels of government and non-governmental organizations), and employees.

The RCMP worked with representatives of the Institute for Citizen-Centered Service to ensure that the surveys being implemented would be consistent with the principles of the Service Improvement Initiative and would use the Common Measurement Tool as the basis for questionnaire development. Consultations were held within the RCMP to identify the most important aspects of client service and to verify what additional survey information needs existed within our internal business and service lines, as expressed on their Balanced Scorecards. Questions were developed to collect the information required to meet these needs. As well, consultations took place with our Access to Information and Privacy advisors, to verify if different policies concerning privacy and access to information were respected and to see if a Privacy Impact Assessment would be required for the new survey program.

Each of the populations (clients, partners and employees) was clearly defined and lists were developed that could be used to select samples for each survey. Input was solicited from within the Force

to ensure that the lists were as exhaustive as possible. Different data collection methodologies were considered and the most appropriate method for each survey was identified.

The service satisfaction surveys were largely developed during the fiscal year 2002/2003, but the actual data collection activities will take place during the current fiscal year.

RCMP On-Line

The RCMP remains committed to employing the Internet as the channel of choice whenever the service or program can most benefit Canadians through on-line delivery. A prime example is the Delivering Education and Awareness for Life (DEAL) program. This program, available on the web for the past five years, continues to educate and promote healthy life choices for youth across this country and around the world.

Our contribution to the Government of Canada's Government On-Line (GOL) initiative includes an active partnership in Canada's Public Safety Portal. Since 9/11, and in support of the international fight against terrorism, the RCMP prominently features its National Security Tip-Line on the Public Safety Portal. The RCMP also contributes information to the portal that helps to ensure the safety and security of all Canadians.

In addition, as part of the RCMP's GOL efforts, some commonly requested forms, such as the Consent for Disclosure of Criminal Record Information, the Request to Purge Absolute and/or Conditional Discharge and the InfoSource – Personal Information Request forms have recently been added to its website for use by the Canadian public.

Due to other operational priorities, the RCMP has not concluded its analysis of client needs and expectations. Once available, this information will form the baseline for future activities and will allow us to further enhance the information and services we provide to Canadians on-line.

Federal House in Order

The RCMP is publicly committed to lowering its Greenhouse Gas Emissions (GHG) from its transportation and real property assets by 12% and 10%, respectively, from 1998-1999 levels. The compilation of emission data for the progress report for the year 2002-2003 was submitted to Natural Resources Canada.

Overall, the total GHG emission produced by fleet is calculated at 105,890 tonnes of CO2 equivalent. Close to 85% of these emissions comes from our on-road vehicles (8,914). Compared to the 1998-1999 baseline year, this represents an increase of approximately 3%. This increase can be explained by the addition of 15% more vehicles (aircraft, marine vessels, on-roads and field vehicles) to the RCMP's fleet for the same period. Nevertheless, GHG emissions per vehicle have reduced from 10.5 to 9.9 tonnes of CO_2 equivalent as we are buying new vehicles with better fuel consumption.

As for buildings, the total of GHG emissions for 2002-2003 is calculated at 100,325 tonnes of CO_2 equivalent. Compared to the previous fiscal year, this represents a 4% increase which can be explained by a colder winter. As a result of the custody transfer of large buildings to PWGSC, the potential for GHG reduction and target will be re-visited to reflect the new situation. Also, we commenced the Federal Building Initiative energy savings program at Regina's Training Academy with an estimated annual energy savings of $600,000, with a GHG reduction of 4968 kg CO_2 equivalents / year. Energy audits were also done by the New Brunswick Power utility at various detachments in the Atlantic region.

Sustainable Development Strategy

In January 2003, an Environmental Policy was formalized in support of the Sustainable Development Strategy (SDS). This overarching policy commits the organization to continuous improvement and pollution prevention. It is also the cornerstone of an Environmental Management System, yet to be implemented, as we address some gaps. We are working at communicating the full policy on the internet this fiscal year.

The SDS committed to researching the social element of sustainable development and where it could be implemented first. We identified the aboriginal policy/programs as the first business line for the concept of SD. Effective communication is on-going with the Community, Contract and Aboriginal Directorate, preparing for the third SDS. The next SDS will be a truly strategic document reflecting Canada's priorities.

The pilot audit program and Environmental Information Management System, scheduled for 2002, did not materialize due to other priorities. Both initiatives will be initiated in 2003.

Sustainable Development Strategy – Summary of Achievements

Program	Objective	Summary of Achievements
Solid Waste Management		
	To encourage the promotion and implementation of the 3R program	Green hoteling practices have been adopted in Barracks accommodations throughout the North-West (NW) Region. Implemented the ink jets for food recycling program in Central Region. Initial waste survey done at headquarters facilities for the Atlantic region.
Hazardous Material Management		
	Prevent the release of hazardous and toxic material and wastes	Developed a Halocarbon Management Guide for regional use. Halocarbon inventory completed for Pacific Region. Facility managers trained on Halocarbon Management for federal facilities.

Halocarbon Management Program's are being implemented throughout the NW Region. Awareness training in Central region is on going for property managers, fleet mangers and exhibits storage staff. Halocarbon Log Books are in place in all Atlantic RCMP's owned facilities.

Battery collection program in place at Regina's Training Academy and recycling program for cell phone batteries in Alberta's Division. Ottawa's Halons inventory completed. |
| **Contaminated Sites** | | |
| | Manage sites in compliance with all applicable legislation | Ongoing investigations for suspected contaminated properties as per the RCMP Contaminated Sites Management Plan and the Treasury Board Policies. Completed initial Environmental Site Assessment for all properties, detachments and married quarters in the Pacific region with the exception of those in the Island District. In central region, initial assessment conducted on proposed sites for Cornwall detachment in Ontario.

Detail Environmental Site Assessment completed in the Pacific, North-West, Central and Atlantic regions. Risk Management Strategy and bio-remediation measures being explored to mitigate contamination. Removed two fuel storage tanks in Central region. Restored one contaminated site in the Atlantic region. Further information on known contaminated sites provided on the public Federal Contaminated Sites Inventory. |
| **Contracting, Procurement and Fleet Management** | | |
| | Adopt contracting, procurement and fleet management policies and procedures which minimize environmental impact | Pacific continues to purchase hybrid vehicles as part of administrative fleet policy. Most region continues to right size the fleet as vehicles are taken out of service. NW region and Central region are exploring the opportunities for replacing fuel dispensing units with E-10 or E-85. Central region completed Drive Clean evaluation for all fleet in Ontario's Divisions. To date 100% of the fleet has passed.

In 2002-2003, the RCMP purchased green ammo for firearms training. |
Energy Conservation		
	Increase energy efficiency in owned facilities	Commenced Federal Building Initiative energy savings program at Regina's Training Academy with estimated annual energy savings of $600,000 with GHG reduction of 4968 kg CO_2 equivalents / year. Energy audits were also done by the New Brunswick Power utility at various detachments in the Atlantic region.
Green Building and Design		
	Minimize the environmental effect of design, construction, demolition of real property projects	Initiated integration of sustainable design process for Headquarters relocation project in Pacific Region. North-West region has integrated sustainable design principles into construction projects over $1M (i.e. Saskatoon, Iqaluit). Also adopted Pacific's mitigation measures to minimize environmental impacts associated with construction projects and implemented them through the CEAA class screening process.

New building projects in Drummondville, QC (Central region) and Hollyrood, Nflb. (Atlantic region) are including Ground Source Heat Pump to reduce CO_2 emission. Both are designed to surpass the requirements in the Model National Energy Code for buildings by at least 25%. |

Program	Objective	Summary of Achievements
Water Conservation and Water Quality		
Reduce water consumption and ensure water quality		Ottawa developed a Technical Information Document for regional use. The document provide an overview and general description of groundwater and well system. Completed potable water well inventory for Pacific Region. On going testing program for well and septic systems in the Atlantic region.
		Water conservation measures included in NW Region FBI projects at Regina's Training Academy with estimated annual water savings of $52,000 and reduction of 37,587m3 / year of water. Atlantic region surveyed for metering.
Communication and Training		
Increase understanding of sustainable development		To increase operational understanding of the requirements of Sustainable Development (SD) as it relates to policing including responsibilities and accountabilities, a Computer Based Training program (pilot) is under development from Ottawa for use in the Field Coaching Training Program. Another course focuses on administrative personnel. Through a series of modules, examples of various RCMP functions and their impacts are examines applying an SD decision making and due diligence approach.
Increase environmental awareness and promote environmentally conscious behaviour		A National Earth Day contest was held highlighting employee's and family members across the country that have made contributions towards environmental stewardship.
		Central Region also provided SD awareness training to the Ontario's Division District Commanders. In the pacific region 75 officers were trained on SD Awareness and many managers were also trained in the North-West region.
Communication of sustainable development activities to RCMP employees.		An intranet site (SD On Line) revision has been completed by Ottawa and sent for E-publishing. The site provides awareness and reference for employees on SD from a Government of Canada perspective. It also sets out the strategic direction and initiatives underway within the RCMP that support the Sustainable Development Program.
		All regions have embedded SDS into their three-year strategic plans and have committed to coordinating the integration of SD into internal business activities.
Compliance with environmental legislation and demonstration of due diligence by affected employees		National environmental compliance baseline developed for RCMP Assets. Annual environmental inspection requirements incorporated into the Operations Manual for Pacific's RCMP facilities. 95% of asset management staff in NW Region have received environmental responsibilities and liabilities training and Class Screening process was developed for all construction projects in both Pacific and NW regions. In the Central Region, 75% of asset management staff have received environmental responsibilities and liabilities training.

Financial Performance

Summary of Voted Appropriations

Financial Requirements by Authority ($millions)

Vote	Planned Spending	2002-2003 Total Authorities	Actual
Royal Canadian Mounted Police - Law Enforcement Program			
35 Operating Expenditures	1,128.8	1,322.3	1,284.7
40 Capital expenditures	198.3	195.5	192.2
(S) Pensions and other employee benefits - Members of the Force	248.2	309.5	309.5
(S) Contribution to employee benefit plans	37.3	44.1	44.1
Total Department	**1,612.6**	**1,871.3**	**1,830.4**

Notes: Total authorities are main estimates, plus supplementary estimates, plus other authorities.
Due to rounding, amounts may differ.

Authorities 2002/03 — Vote ($millions)
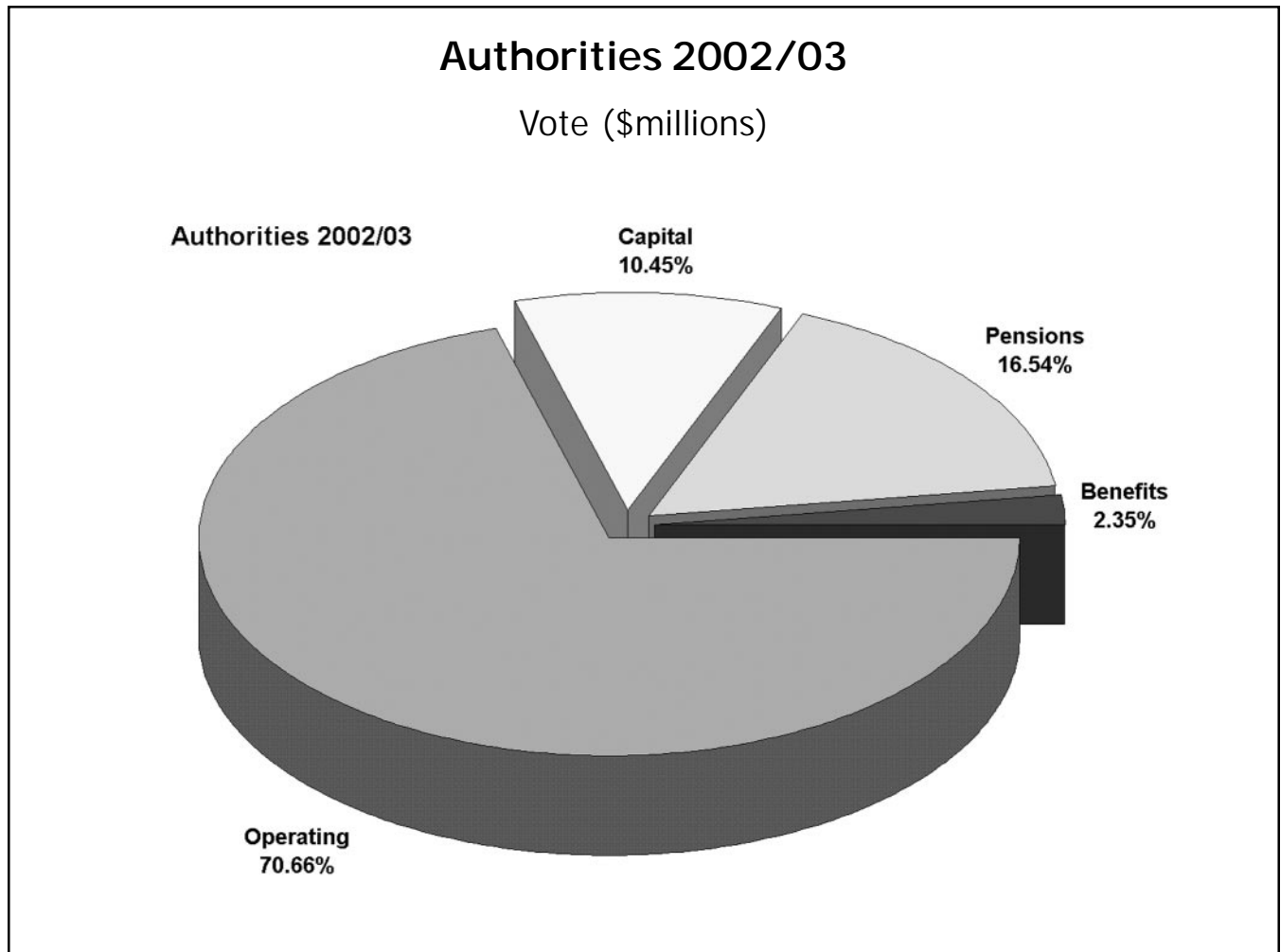
Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line ($millions)

Business Lines		FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues*	Total Net Expenditures
Federal Policing Services	(Planned)	4,566	537.8	40.0	0.0	577.8	0.0	577.8
	(Authorized)	3,960	612.0	51.2	0.0	663.2	0.0	663.2
	(Actual)	4,019	533.1	37.5	0.0	570.7	0.0	570.7
Contract Policing Services	(Planned)	12,331	1,214.3	66.9	0.0	1,281.2	920.7	360.5
	(Authorized)	11,755	1,364.7	72.7	0.0	1,437.4	970.7	466.7
	(Actual)	11,476	1,360.9	88.2	0.0	1,449.1	969.6	472.0
National Police Services	(Planned)	1,865	300.4	79.9	0.4	380.7	12.6	368.1
	(Authorized)	2,042	318.4	57.0	0.4	373.7	12.6	363.2
	(Actual)	2,412	318.2	38.7	0.4	357.2	10.5	346.7
Corporate Infrastructure	(Planned)	2,656	175.2	11.5	40.6	227.4	0.0	227.4
	(Authorized)	2,908	223.1	11.2	53.4	287.7	13.1	274.6
	(Actual)	3,322	251.2	16.8	53.3	321.2	13.6	307.7
Peacekeeping	(Planned)	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Authorized)	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Actual)	107	0.0	0.0	0.0	0.5	0.0	0.0
Protective Policing Services	(Planned)	642	114.9	1.2	0.0	116.1	0.0	116.1
	(Authorized)	586	144.1	3.4	0.0	133.9	21.4	112.6
	(Actual)	852	150.0	11.0	0.0	160.9	21.4	139.6
Total	(Planned)	22,060	2,342.5	199.6	41.0	2,583.1	933.2	1,649.9
	(Authorized)	21,251	2,662.3	195.5	53.8	2,911.6	1,031.4	1,880.2
	(Actual)	22,188	2,613.3	192.2	53.6	2,859.1	1,015.0	1,844.1
Other Revenue and Expenditures: Non-respendable Revenues	(Planned)							11.6
	(Authorized)							25.8
	(Actual)							23.1
Cost of services provided by other Departments	(Planned)							125.1
	(Authorized)							176.7
	(Actual)							176.7
Net Cost of Program	(Planned)							1,763.4
	(Authorized)							2,031.1
	(Actual)							1,997.7

Notes:
Due to rounding, amounts may differ.
*Formerly, "Revenues Credited to the Vote"

Gross Expenditures by Business Line
($millions)

Business Lines	Gross Expenditures
Federal Policing Services	570.7
Contract Policing Services	1,449.1
National Police Services	357.2
Corporate Infrastructure	321.2
Protective Policing Services	160.9

Gross Exenditures by Business Line

National Police Services 12%

Corporate Infrastructure 11%

Protective Policing Services 6%

Federal Policing Services 20%

Contract Policing Services 51%
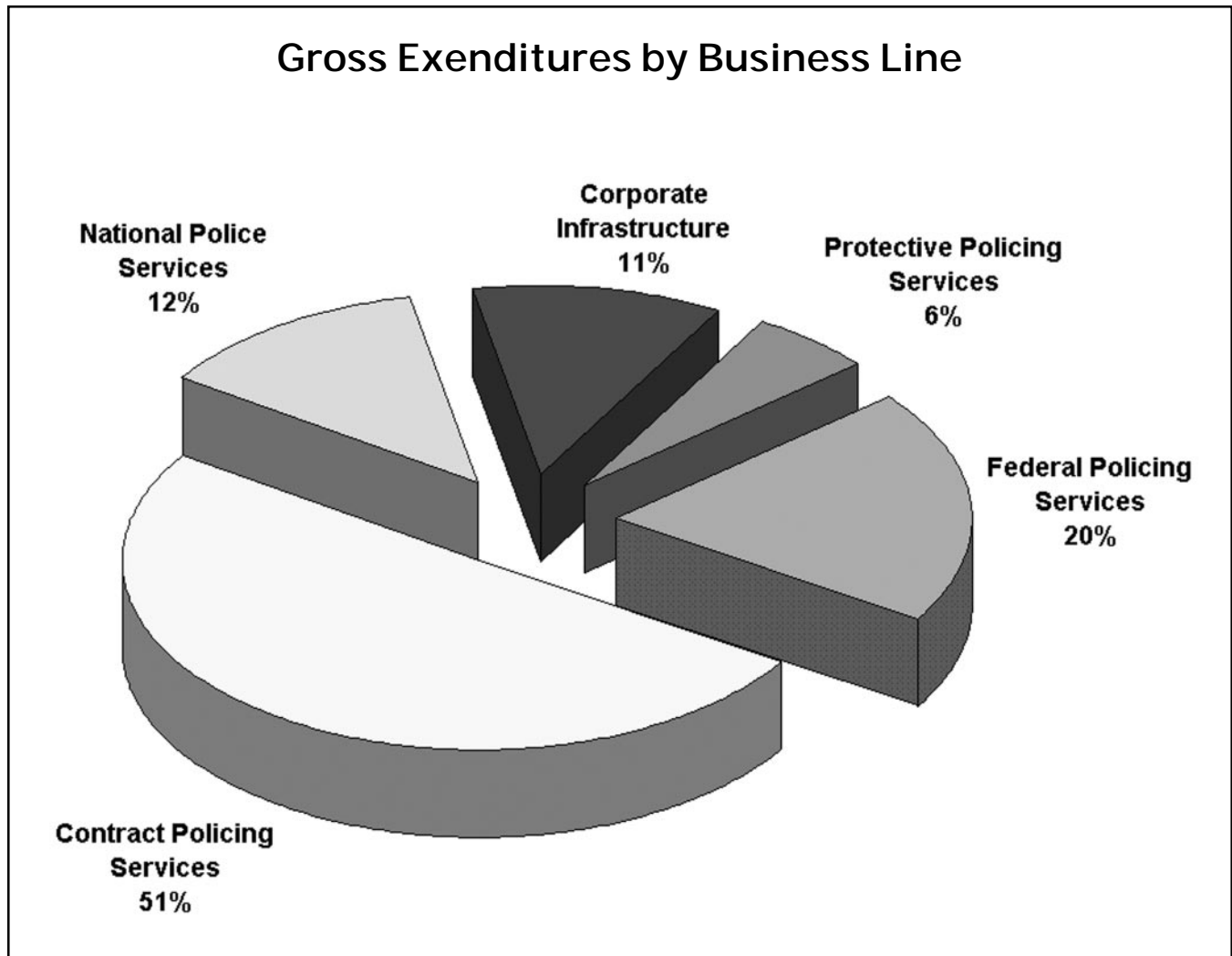
Historical Comparison of Total Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line ($millions)

Business Lines	Actual 2000-01	Actual 2001-02	2002-2003 Planned Spending	Total Authorities	Actual
Federal Policing Services	611.5	538.9	577.8	663.2	570.7
Contract Policing Services	1,218.5	1,268.7	1,281.2	1,437.4	1,449.1
National Police Services	244.3	354.4	380.7	375.8	357.2
Corporate Infrastructure	250.8	277.2	227.4	287.7	321.2
Peacekeeping	0.7	0.5	0.0	0.0	0.0
Protective Policing Services	0.0	134.7	116.1	147.5	160.9
Total Gross Expenditure	**2,325.8**	**2,574.4**	**2,583.1**	**2,911.6**	**2,859.1**

Notes: Due to rounding, amounts may differ.
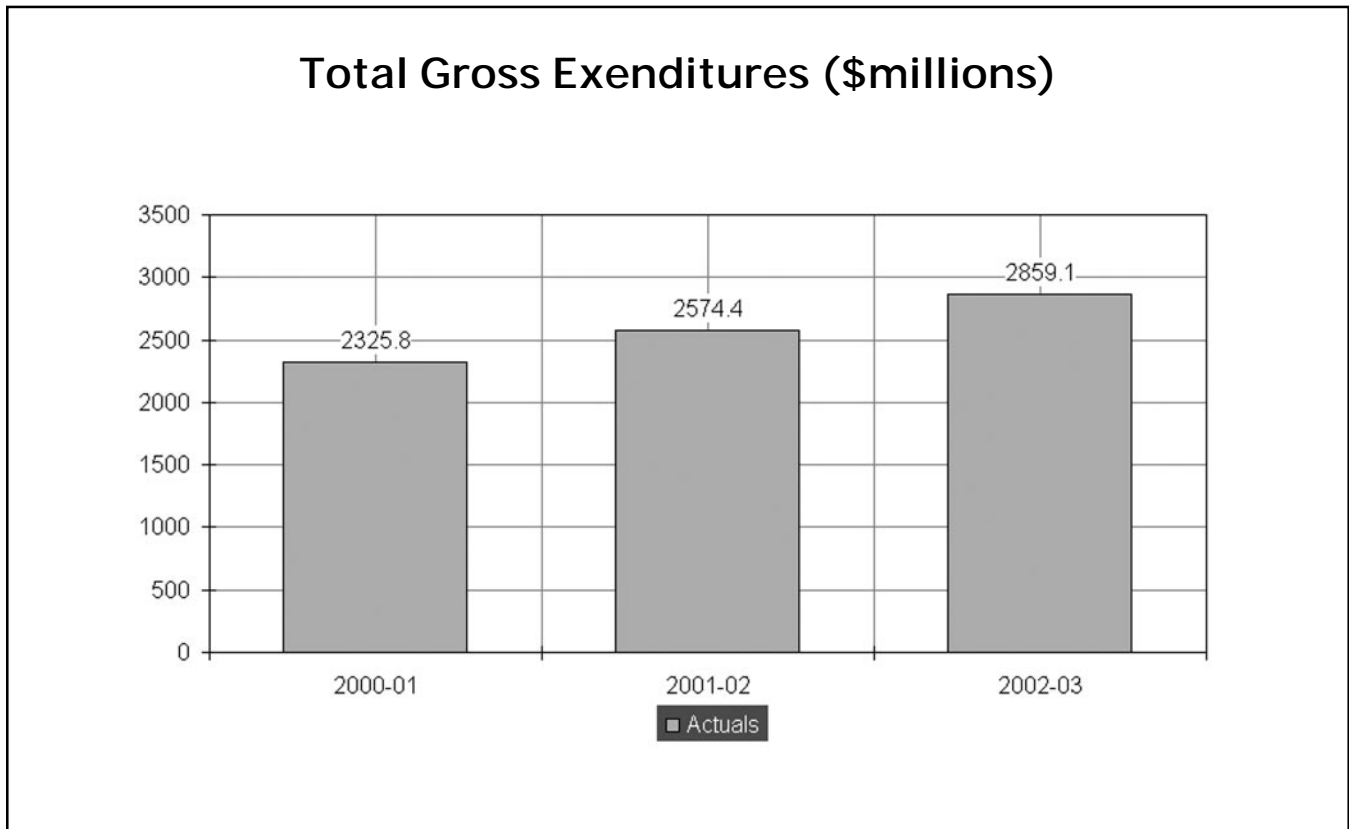
Total Gross Exenditures ($millions)

Revenues
Revenues by Business Line ($millions)

Respendable Revenues*			2002-2003		
Business Lines	**Actual 2000-01**	**Actual 2001-02**	**Planned Revenue**	**Total Authorities**	**Actual**
Federal Policing Services	0.0	0.0	0.0	0.0	0.0
Contract Policing Services	842.4	921.5	920.7	970.7	969.6
National Police Services	6.2	8.1	12.6	12.6	10.5
Corporate Infrastructure	0.0	9.8	0.0	13.1	13.6
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	35.0	21.4
Total Respendable Revenues	**848.6**	**939.4**	**933.2**	**1,031.4**	**1,015.0**

Non Respendable Revenues

Federal Policing Services	0.0	0.0	0.0	0.3	0.3
Contract Policing Services	0.1	1.2	1.0	0.4	0.4
National Police Services	1.3	1.7	1.5	1.2	1.2
Corporate Infrastructure	13.9	28.5	4.5	15.0	15.0
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	0.0	0.0
Subtotal	15.3	31.4	7.0	16.9	16.9
Unplanned**	6.9	7.5	4.6	8.9	6.2
Total Non-Respendable Revenues	**22.2**	**38.9**	**11.6**	**25.8**	**23.1**
Total Revenues	**870.8**	**978.3**	**944.8**	**1,057.2**	**1,038.1**

Note: Respendable revenues are primarily generated by the provision of policing services under contract to provinces, territories and municipalities. Other revenues related to payment for courses and accommodation at the Canadian Police College and for technological services including access to police data bases.
* Formerly "Revenues Credited to the Vote"
** Unplanned revenue represents credits from the disposal of Crown assets.

Respendable Revenues ($millions)
Actuals
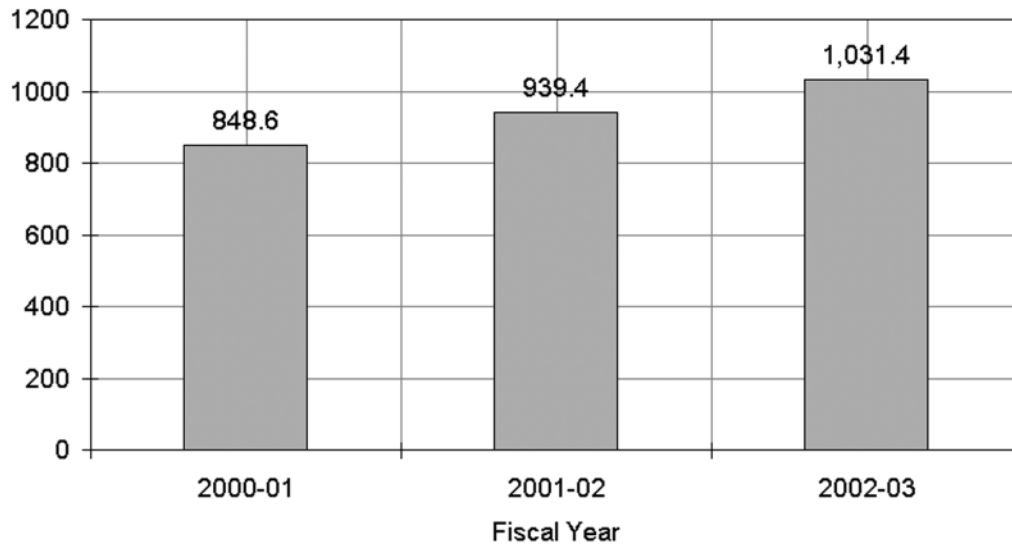
Non Respendable Revenues ($millions)
Actuals
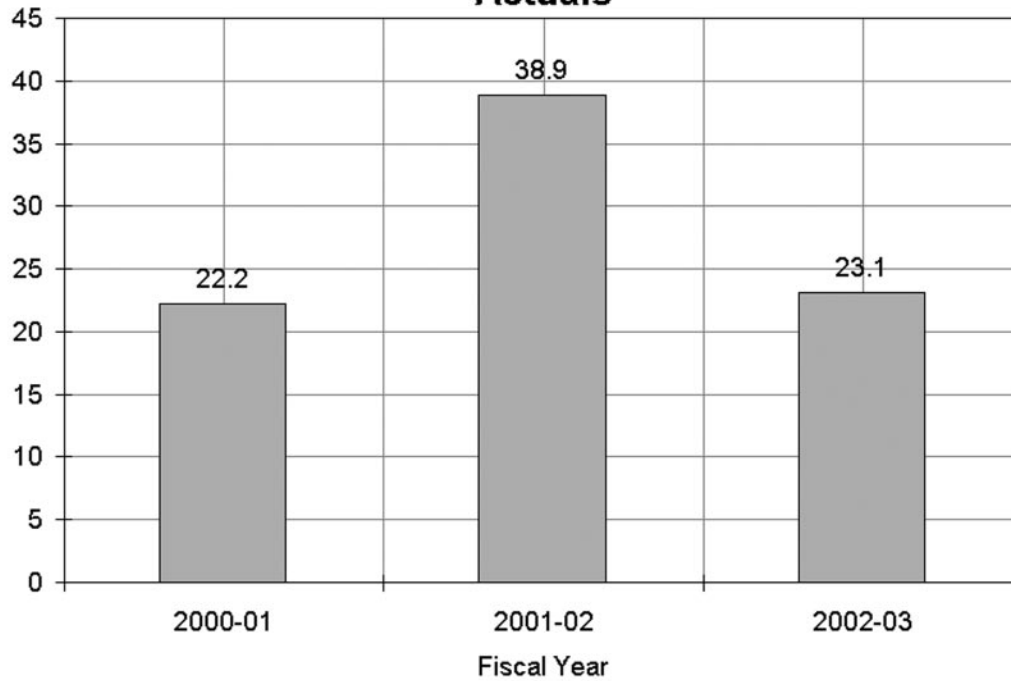
Transfer Payments ($millions)

Business Lines	Actual 2000-01	Actual 2001-02	2002-2003		
			Planned Spending	Total Authorities	Actual
GRANTS					
Royal Canadian Mounted Police Veterans Association	0.0	0.0	0.0	0.0	0.0
International Association of Chiefs of Police	0.0	0.0	0.0	0.0	0.0
Survivors of members killed on duty	0.9	1.5	1.5	1.5	1.4
Statutory					
Pensions and other Employee benefits	15.8	24.3	23.0	23.0	23.0
Pensions under the RCMP Continuation Act to compensate members of the RCMP for injuries received in the performance of their duties	15.7	21.5	16.0	28.8	28.8
Pensions to families of members of the RCMP who have lost their lives while on duty	0.0	0.1	0.1	0.1	0.1
Total Grants	32.4	47.3	40.6	53.4	53.2
CONTRIBUTIONS					
Contributions to non-RCMP candidates attending Canadian Police College courses	0.3	0.3	0.4	0.4	0.4
Total Contributions	**0.3**	**0.3**	**0.4**	**0.4**	**0.4**
Total Transfer Payments	**32.7**	**47.7**	**41.0**	**53.8**	**53.6**

Capital Spending by Business Line

Capital Spending by Business Line ($millions)

Business Line	Actual 2000-01	Actual 2001-02	2002-2003		
			Planned Spending	Total Authorities	Actual
Federal Policing Services	29.6	37.5	40.0	51.2	37.5
Contract Policing Services	63.2	88.2	66.9	72.7	88.2
National Policing Services	11.3	11.3	79.9	57.0	38.7
Corporate Infrastructure	20.7	20.7	11.5	11.2	16.8
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	1.2	3.4	11.0
Total Gross Expenditures	124.8	157.7	199.6	195.5	192.2

Capital Spending ($millions)
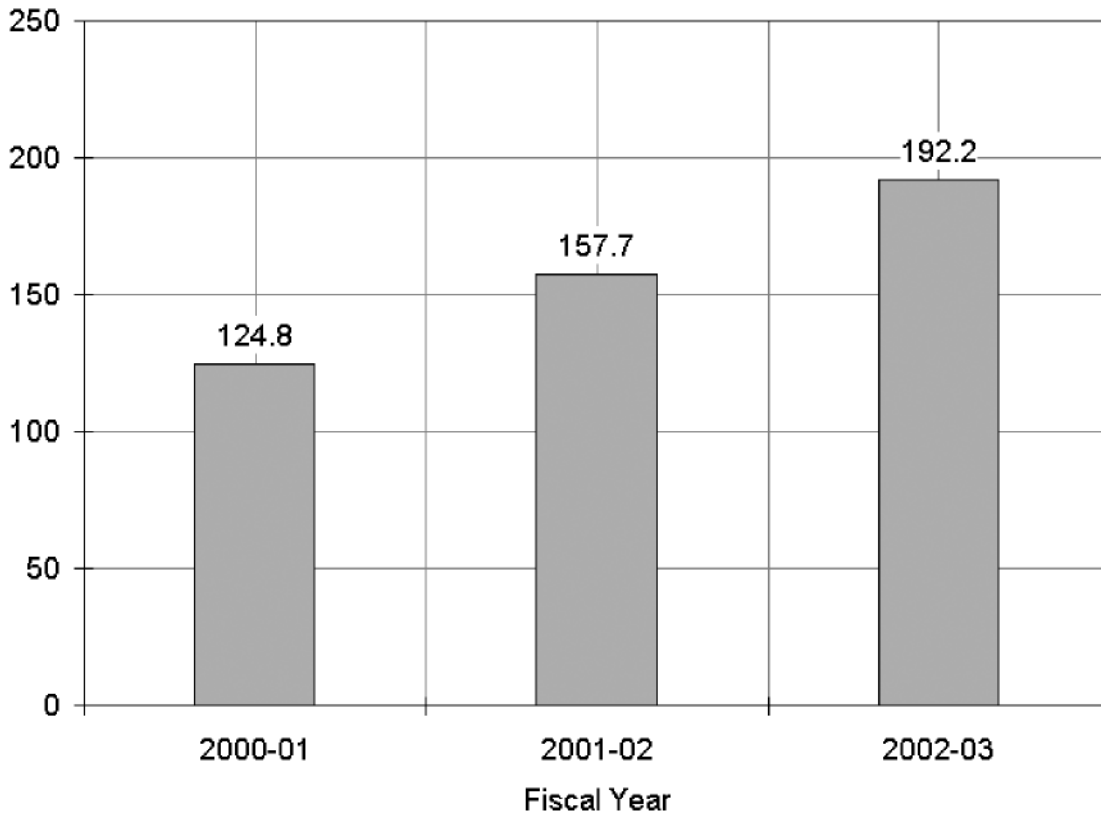
Projects
Projects by Business Line ($millions)

Business Line	Current Estimated Total Cost	Actual 2000-01	Actual 2001-02	2002-2003		
				Planned Spending	Total Authorities	Actual
A. Federal Policing Services						
1 Cornwall Detachment, Cornwall ON (seeking revised PPA)	8.5	0.0	0.0	**0.9**	0.0	0.0
2 Telecomns Equipment/Systems replacement and Upgrades (DA)	48.7	0.0	0.0	**5.3**	5.8	5.8
B. Contract Policing Services						
1 Prince George, BC - Northern District (project complete)	7.7	6.3	0.1	**0.0**	0.0	0.0
2 Saskatoon, SK - Sub-Division (PPA)	8.5	0.6	0.6	**4.0**	1.9	1.9
3 Calgary, AB - Southern District Office [1]	0.0	0.1	0.0	**1.0**	0.0	0.0
4 Iqaluit, Nunavut - V Division HQ and Detachment (seeking PPA)	12.0	0.0	0.0	**4.0**	0.0	0.0
5 Selkirk, MAN - Detachment (under construction)	4.3	0.3	3.0	**0.5**	0.4	0.4
6 Peace River, AB - Detachment	4.7	0.1	0.7	**2.8**	3.7	3.7
7 Cross Lake - Detachment & Married Quarters (DA)	3.1	0.0	0.0	**1.0**	0.9	0.9
8 Newfoundland Modernization Telecom System (DA)	23.3	2.4	1.9	**10.0**	0.2	0.2
9 Telecomms Equipment/System Replacement and Upgrades (DA)	87.3	14.2	14.8	**8.9**	8.9	8.9
10 CIIDS Implementation (EPA)	10.8	2.5	0.2	**1.0**	1.4	1.4
11 Saskatchewan Modernization Telecom System (DA)	33.9	0.0	0.0	**1.0**	0.9	0.9
12 Police Reporting & Operating System PROS (seeking EPA & PPA)	68.0	0.0	9.0	**18.1**	10.1	9.4
C. National Policing Services						
1 Automated Fingerprint Identification System (AFIS) (DA)	9.3	1.4	0.6	**1.9**	1.8	1.8
2 CPIC Renewal	130.1	0.0	27.8	**38.8**	24.4	22.5
3 Diamond Fingerprinting	2.7	0.0	0.7	**0.5**	0.5	0.3
4 Lab Information Management Systems (LIMS)	6.5	0.0	2.4	**1.3**	1.3	0.9
5 Livescan (DA)	17.5	0.0	0.0	**2.3**	1.9	1.9
6 Real Time Identification (RTID) [2]	137.4	0.7	1.3	**20.0**	1.2	1.2
7 Regional Identification Fingerprint Information Access System (RIFIAS)	4.5	0.0	0.8	**3.2**	3.1	3.1
D. Corporate Infrastructure						
1 Ottawa Headquarters Renovations, Ottawa, ON (seeking PPA) [3]	40.0	0.4	0.2	**4.5**	0.0	0.0
2 Ottawa Central Cooling Plant, Ottawa, ON (completed)	2.2	2.3	0.2	**0.0**	0.0	0.0
3 Ottawa Headquarters, New Tree Facility, Ottawa, ON (under construction	13.1	0.4	1.3	**9.0**	9.8	9.8
4 NCA Real Property Strategy - Development Phase, Ottawa, ON	1.75	0.0	0.2	**1.0**	0.5	0.5
5 Halifax Division Headquarters, Halifax, NS (PPA)	47.1	0.1	0.4	**2.0**	0.2	0.2
6 50 Meter Range, Centralized Training Facility, Regina, SK	3.0	0.3	0.1	**0.0**	0.0	0.0
7 New Mess, Centralized Training Facility, Regina, SK (seeking PPA/EPA)	7.8	0.0	0.0	**0.6**	0.0	0.0
8 Whitehorse Division Headquarters, Whitehorse, YK (PPA)	16.5	0.1	0.0	**0.9**	0.0	0.0
9 Pacific Region Support Services Centre, Chilliwack, BC	3.1	6.0	6.4	**2.8**	2.5	2.5
10 E Division HQ Relocation / Master Plan, Vancouver, BC	205.0	0.0	0.6	**0.3**	0.1	0.1

1 PWGSC to supply leased accommodation
2 Delay in project development due to unresolved funding strategy. Memorandum to Cabinet is to be developed. It is anticipated a Request for Proposal will be published in 2004.
3 Major portion of project transferred to PWGSC as part of the custodial transfer

Contingent Liabilities

Contingent Liabilities ($ millions)

List of Contingent Liabilities	March 31 2001	March 31 2002	Current as of March 31, 2003
Litigations	46.2	122.9	113.0
Total	**46.2**	**122.9**	**113.0**

Status Summary of Major Capital Projects
Status of Major Crown Project
CPIC Renewal Project

1. Overview

On March 23, 1999, Cabinet endorsed the development of the Canada Public Safety Information Network (CPSIN) as a fundamental component of the Framework to Advance the Federal Government's Public Safety Agenda. The overall CPSIN solution addresses several components of the criminal justice infrastructure that require modernization and cross-linkages, including CPIC Renewal and the National Criminal Justice Index (NCJI).

The existing Canadian Police Information Centre (CPIC) is Canada's only strategic, national service supporting public safety through the effective sharing of information amongst law enforcement agencies and partners across Canada and internationally. CPIC is over 30 years old and is in need of modernized technology.

The NCJI will be an inter-agency and cross-jurisdictional information-sharing structure under the stewardship of the RCMP, but will be governed by the broader criminal justice stakeholder community. It will serve as the national gateway through which all criminal justice partners and international exchange agencies will have access to essential crime and offender data.

In May of 2002, the RCMP Senior Executive Committee approved a restructuring of the CPIC Renewal Project to better address the Project Scope. The restructuring divided CPIC Renewal into two main initiatives:

CPIC Modernization

Project 1 – Securing Communications

Project 2 – CPIC Modernization

National Criminal Justice Index (NCJI)

Release 1 (CCRA, CIC and RCMP to be connected)
Other Releases to be defined.

In September 2002, a new Project Management Team was announced and another restructuring of project work packages and plans was undertaken.

Effective for fiscal year 2003/2004, the NCJI components of CPIC Renewal was separated from the project. NCJI is now established as a separate program and initiative distinct from CPIC Renewal.

2. Lead and Participating Departments

The RCMP is the lead department in this project. The RCMP's Chief, National Police Services is the Project Sponsor. The RCMP Chief Information Officer is accountable for achieving the technology improvements associated with the project. The CPIC Renewal Project Steering Committees include representatives of the RCMP, and the Department of Solicitor General, Treasury Board Secretariat and Public Works and Government Services Canada. The CPIC Advisory Committee and the IJI Steering Committee are also involved in project oversight.

3. Prime Contractors / Major Sub-Contractors

Major Contractors are:

ADGA (Quebec) Ltée
200 - 200 Montcalm Blvd.
Hull, Quebec
J8Y 3B5

CGI Group Inc
275 Slater Street
Ottawa, ON
K1P 5H9

EDS Canada Inc
45 O'Connor St., Suite 500
Ottawa, ON
K1P 1A4

FMP / Flaman Management Partners Ltd.
503 - 331 Cooper St.
Ottawa, ON
K2P 0G5

Contracts were awarded to Microtime Inc., Helix Management Consulting Services Inc. and DIS Dunrobin Integration Services Ltd. to provide informatics professional services on an "as and when requested" basis, to assist the RCMP in the development work for Phase 2 of Project 2. This work has been competed.

Competitive solicitations for implementation work for Phase 3 of Project 2 (CPIC Modernization) were issued in April 2002 through the government electronic tendering system. Contracts were awarded to Ridge Falls House Inc. and Zedd Comm Inc. to provide informatics professional services in four categories, on an "as and when requested" basis, to assist the RCMP in the development work for Phase 3. No work has been authorized for Phase 3.

4. Major Milestones

On April 15, 1999, Treasury Board Ministers provided Preliminary Project Approval for the entire project, Effective Project Approval for Project 1, and the definition phases of Projects 2, 3 and 4. The planned duration of the project was 48 months with an estimated cost of $115 million. On March 29, 2001, Treasury Board Ministers provided Effective Project Approval in the amount of $52.6 million for Project 2, Phases 1 and 2. The revised estimate to complete the project is $130.1 million with a total duration of 72 months. This increase of project duration and cost can be attributed to a number of factors including the unforseen complexity of the development and testing effort and the events of September 11, 2001 which moved operational staff assigned to Project work back to other operational priorities.

Completion schedule:	Revised Date
Project 1 – Securing Communications	March 2002 (completed)
Project 2 – CPIC Modernization Phase 1 - Interface Services Modernization	FY 2003/2004
Phase 2 – PRISM Risk Reduction	FY 2003/2004
Phase 3 – CPIC Modernization	FY 2004/2005

National Criminal Justice Index: On January 15, 2003, PPA for NCJI was completed, and in June 2003, Extended PPA was received from Treasury Board until October 2003. The team is preparing the Treasury Board Submission for Effective Project Approval to be submitted in the fall 2003.

5. Progress Report and Explanation of Variances

The April 1999 Treasury Board Submission indicated that Effective Project Approval for Projects 2, 3 and 4 would be requested in May 2000. Numerous sources, including a team of outside experts brought in to review the Project, indicated this approach would result in unnecessary risk. To reduce this risk, Project 2 was divided into three phases. The first two will replace CPIC's 30 year old technology with newer hardware and software. The third will bring new functionality to the CPIC system. In addition, a series of proofs of concept was delivered to test the overall system design. The increase in project duration, a direct result of the project complexity and risk-adverse approach, has also resulted in increased project support and infrastructure costs. The revised estimate for the project is $130.1M from the original $115M. New security requirements to accommodate Role Based Access Control (RBAC) and Strong Identification and Authentication have also contributed to this increase in costs.

Project 1 was completed in March 2002. Detailed design for Project 2, Phases 1 and 2, are completed. Development for Phase 2 is complete. Field testing is underway and implementation is being planned. Technical difficulties were encountered in completing the development and have caused a one-year delay in the delivery of Phases 1 and 2. In response, Project Management has prioritized the effort to resolve the technical problems and reduced significantly the project expenditures in order that the overall project can still be delivered within the $130.1 million.

Financial Performance and Audit Results

Functional Specifications of Project 2, Phase 3 will be completed in summer 2003. The Project 2, Phase 3 development and implementation approach has been finalized and is being validated, and the project will seek Effective Project Approval for Phase 3 in the fall 2003.

The Project Definition for Release1of NCJI is ongoing. It is expected that Effective Project Approval will be obtained in the third quarter of 2003/2004 for the first release if commitment can be gained from participating federal agencies.

1999/2000

The planned spending was $28.1 million, which was the original funding level.
The authorized spending was $15.5 million, after a reprofile of $12.6 million to 2000/2001.
The actual spending was $20.2 million.
Additional funding from RCMP internal resources was provided to cover the shortfall.

2000/2001

The planned spending was $46.2 million, which was the original funding level.
The authorized spending was $27.0 million, after a reprofile of $31.8 million to 2001/2002.
The actual spending was $18.4 million.
After repaying the RCMP internal loan from 1999/2000, there was a surplus of $3.5 million.

2001/2002

The planned spending was $34.1 million, which was the original funding level.
The authorized spending was $25.6 million, after a reprofile of $31.8 million from 2000/2001 and $40.3 million to future years ($20.7 million to 2002/2003 and $19.6 million to 2003/2004).
The actual spending was $27.8 million.
The shortfall was funded by the carry forward of $3.5 million from 2000/2001, and supplementary funding of $.7 million from RCMP internal resources. There was a surplus of $1.9 million.

2002/2003*

The planned spending was $6.3 million, which was the original funding level.
The authorized spending was $25.1 million, after a reprofile of $20.7 million from 2001/2002 and an additional Capital Carryforward of $1.9 million to 2003/2004.
The actual spending was $22.5 million.
After a Capital Carryforward of $1.9 million, there was a surplus of $1.6 million.

2003/2004

The original plan identified the CPIC Renewal Project as being completed in 2002/2003.
The authorized spending is $21.5 million, after a reprofile of $19.6 million from 2001/2002 and $1.9 million Capital carryforward from 2002/2003.
The forecast spending is $25.4 million.

2004/2005

The original plan identified the CPIC Renewal Project as being completed in 2002/2003.
The forecast spending is $41.1 million.

*Actuals & Forecasts for 02/03 onward have been revised from earlier reports to reflect the results of a project audit and the re-planning of the project. Actual spending for prior years has not been revised to reflect these results. When previous years are revised, the estimated total cost for CPIC Renewal is $130.1 million.

6. Industrial Benefits

There is no industrial benefits program for the CPIC Renewal Project.

Section 7: Additional Information

Strategic Priorities

‣ Terrorism/Organized Crime
‣ Youth
‣ International Police Services
‣ Alternative Justice
‣ Integrated Policing

Strategic Objectives

‣ Prevention and Education
‣ Intelligence
‣ Investigation
‣ Enforcement
‣ Protection

For further information on this report:

Performance information:

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Nicholson Building - Room H 409
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Ottawa ON K1A 0R2
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Financial information:

Brian Seaby, Acting Director General Finance
Corporate Management and Comptrollership
Royal Canadian Mounted Police
Coventry Building - Fourth Floor
440 Coventry Road
Ottawa ON K1A 0R2
Telephone: (613) 993-3193
Facsimile: (613) 993-4030
E-Mail: brian.seaby@rcmp-grc.gc.ca

For publications referred to in this report:

National Communications Services Branch
Telephone: (613) 993-1088
Facsimile: (613) 993-0953

For general enquiries about the RCMP:

Telephone: (613) 993-7267
Internet: **www.rcmp-grc.gc.ca/contact/
index_e.htm
www.rcmp-grc.gc.ca/contact/
index_f.htm**

Additional RCMP Internet Sites:

RCMP Community Policing
www.rcmp-grc.gc.ca/ccaps/compol_e.htm
RCMP Division Staff Relations Representative Program
www.rcmp-grc.gc.ca/html/srr_e.htm
RCMP External Review Committee
www.erc-cee.gc.ca
RCMP Learning
www.rcmp-learning.org
RCMP Organized Crime Initiative
www.rcmp-grc.gc.ca/organizedcrime/index_e.htm

Internet Sites for our Partners:

Canadian Security Intelligence Service
www.csis-scrs.gc.ca
Correctional Services Canada
www.csc-scc.gc.ca
Department of Justice
www.canada.justice.gc.ca
Department of Solicitor General Canada
www.sgc.gc.ca
Department of Foreign Affairs and International Trade
www.dfait-maeci.gc.ca
National Parole Board
www.npb-cnlc.gc.ca
Treasury Board Secretariat of Canada
www.tbs-sct.gc.ca

Other useful links:

CISC Annual Report on Organized Crime in Canada-2001
www.cisc.gc.ca
Commission for Public Complaints Against the RCMP
www.cpc-cpp.gc.ca
Delivering Education and Awareness for Life (DEAL)
www.deal.org
Department of Justice - Site for Youth Justice
www.canada.justice.gc.ca/en/ps/yj/index.html
Health Canada
www.hc-sc.gc.ca
Human Resources Development Canada
www.hrdc-drhc.gc.ca
Inter-American Drug Abuse Control Commission
www.cicad.oas.org
International Center for Crime Prevention
www.crime-prevention-intl.org/english
Interpol
www.interpol.int/default.asp
National Crime Prevention Centre
www.crime-prevention.org
National Clearinghouse on Family Violence
www.hc-sc.gc.ca/pphb-dgspsp/publicat/ffh-sfa/vol6-1/ff6-1d_e.html
Volunteer Canada
www.volunteer.ca

Acronyms

ACIIS .... Automated Criminal Intelligence Information System

AFIS .... Automated Fingerprint Identification System

APO .... Aircraft Protective Officers

ASI .... Anti-Smuggling Initiative

ATFG .... Anti-Terrorist Financing Group

BATF .... United States Bureau of Alcohol, Tobacco, and Firearms

BCA .... Biology Casework Analysis

BCBP .... Bureau of Customs and Border Protection

CACP .... Canadian Association of Chiefs of Police

CAPE .... Canadian Association of Police Educators

CAPI .... Civil Aviation Protective Intelligence

CBRN .... Chemical, Biological, Radiological or Nuclear

CRTI .... CBTI Research and Technology Initiative

CCRA .... Canada Customs and Revenue Agency

CENCIS II .... The Central Communication Intercept System

CFSEU .... Combined Forces Special Enforcement Unit

CIC .... Citizenship and Immigration Canada

CICAD .... Inter-American Drug Abuse Control Commission (Spanish Acronym)

CIDA .... Canadian International Development Agency

CIIDS/ROADS .. Computer Integrated Information Dispatch System and Remote Office and Dispatch System

CISC .... Criminal Intelligence Service Canada

CIVPOL .... Civilian Police

CODIS .... Combined DNA Index System

CPC .... Canadian Police College

CPDTF .... Commonwealth Police Development Task Force

CPIC .... Canadian Police Information Centre

CPSD .... Crime Prevention through Social Development

CREMM-DES ..... Criminal Records Entry Maintenance and Monitoring Direct Entry System

CRTI .... Chemical Radiological and Toxicological Incident

CRU .... Case Receipt Unit

CSAS .... Central Station Alarm Systems

CSC .... Correctional Service Canada

CSE .... Communications Security Establishment

CSIS .... Canadian Security Intelligence Service

CTS .... Course Training Standard

DARE .... Drug Abuse Resistance Education

DEAL .... Drug Education and Awareness for Life

INAC .... Indian and Northern Affairs Canada

DFAIT .... Department of Foreign Affairs and International Trade

DNA .... Dioxyribonucleic Acid

DND .... Department of National Defence

DOJ .... Department of Justice Canada

DPR .... Departmental Performance Report

EC .... Environment Canada

FAMD .... Forensic Accounting Management Directorate

FASD .... Fetal Alcohol Spectrum Disorder

FBI .... Federal Bureau of Investigation

FinTRAC .... Financial Transaction and Reports Analysis Centre of Canada

FLS .... Forensic Laboratory Services

FTE .... Full-Time Equivalent

GHG .... Greenhouse Gas Emissions

GSS .... General Social Survey

IBETs .... Integrated Border Enforcement Teams

ICTAG .... International Cybercrime Training Action Group

IIET .... Integrated Immigration Enforcement Team

IJI .... Integrated Justice Initiative

ILETS .... International Law Enforcement Telecommunications Seminar

IMET .... Integrated Market Enforcement Teams

INAC .... Indian and Northern Affairs Canada

INSETs .... Integrated National Security Enforcement Teams

IPOC .... Integrated Proceeds of Crime

Additional Information

IPP .... International Protected Person

IRPA .... Immigration Refugee Protection Act

JFO .... Joint Forces Operation

LA-ICP-MS .... Laser Ablation Inductively Coupled Plasma Mass Spectrometry

LDI .... Laser Diagnostics Inc.

LIMS .... Laboratory Information Management System

MICA .... Market Integrity Computer Analysis

MIS-III .... Management Information System

MOU .... Memorandum of Understanding

NCC .... National Coordinating Committee

NCDB .... National Criminal Data Bank

NCJI .... National Criminal Justice Index

NDDB .... National DNA Data Bank

NGO .... Non Governmental Organization

NIST .... National Institute Standards of Technology

NORAD .... North American Aerospace Defence Command

NPS .... National Police Services

NWEST .... National Weapons Enforcement Support Team

NW4C .... National White Collar Crime Center of Canada

OCM .... Office of Comptrollership Modernization

OPP .... Ontario Provincial Police

OSR .... Operation Statistical Reporting

PDQ .... Paint Data Query

PIRS .... Police Information Retrieval System

PITO .... Police Information Technology Organization

POC .... Proceeds of Crime

PCO .... Privy Council Office

PMO .... Prime Minister's Office

PROOF .... Priority Rating of Operational Files

PROS .... Police Reporting Occurrence System

PSAT .... Public Security and Anti-Terrorism

PWGSC .... Public Works and Government Services Canada

Q of S .... Quality of Service

RAFIAS .... Regional Automated Fingerprint Identification Access System

RBM .... Results Based Management

RCMP .... Royal Canadian Mounted Police

R&D .... Research and Development

RECOL .... Reporting Economic Crime On-Line

RPP .... Report on Plans and Priorities

RTID .... Real Time Identification

SSC .... Supernumerary Special Constables

SCIS .... Secure Criminal Information System

SDS .... Sustainable Development Strategy

SGC .... Department of the Solicitor General of Canada

SIDPD .... Sectoral Involvement in Departmental Policy Development

SII .... Service Improvement Initiative

SILC .... Security and Intelligence Libraries' Consortium

SPMD .... Seized Property Management Directorate

SPURS .... Simplified Paperless Uniform Reporting System

TAS .... Threat Assessment Section

TBS .... Treasury Board of Canada Secretariat

TC .... Transport Canada

TSMIT .... Traffic Services Management Information Tool

UN .... United Nations

UNCIVPOL .... United Nations Civilian Police

USBP .... United States Border Patrol

USCG .... United States Coast Guard

USCS .... United States Custom Service

USINS .... United States Immigration and Naturalization Service

VSI .... Voluntary Sector Initiative

WITS .... Working Group on International Technical Support

YCJA .... Youth Criminal Justice Act