



Royal Canadian Mounted Police

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
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**Royal Canadian
Mounted Police**

**Gendarmerie royale
du Canada**

1998/99

Performance Report

Royal Canadian Mounted Police

The Honourable Lawrence MacAulay, P.C., M.P.
Solicitor General of Canada

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Acronyms Used

CACP	Canadian Association of Chiefs of Police
CIC	Citizenship and Immigration Canada
CIDA	Canadian International Development Agency
CISC	Criminal Intelligence Service Canada
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CRF	Consolidated Revenue Fund
CSC	Correctional Service Canada
CSIS	Canadian Security Intelligence Service
DIAND	Department of Indian Affairs and Northern Development
DFAIT	Department of Foreign Affairs and International Trade
DND	Department of National Defence
FBI	(US) Federal Bureau of Investigation
FLS	Forensic Laboratory Services
FTE	Full Time Equivalent
HRDC	Human Resources Development Canada
PCC	RCMP Public Complaints Commission
PCO	Privy Council Office
PMO	Prime Minister's Office
PWGSC	Public Works and Government Services Canada
RCC	Revenue Canada Customs
RCMP	Royal Canadian Mounted Police
SGC	Department of the Solicitor General of Canada
SDS	Sustainable Development Strategy
TBS	Treasury Board of Canada Secretariat
UN	United Nations
USINS	United States Immigration and Naturalization Service
Y2K	Year 2000

Executive Summary

Figure 1. Highlights of RCMP Performance in 1998/99

Public Safety Issues:	What we did about them:	Self assessment:
<ul style="list-style-type: none"> ❖ Money laundering of crime proceeds total \$5 - \$17 billion annually ❖ Smuggled contraband & prohibited goods lost \$450 million in tax revenues ❖ Up to 15,000 illegal migrants; illicit proceeds up to \$1.05 billion ❖ Drug trafficking proceeds has potential for \$18 billion street value ❖ \$3 billion in economic & high technology crime profits 	<ul style="list-style-type: none"> ❑ \$30 million in assets seized; \$19 million referred for investigation ❑ \$20 million in liquor/tobacco, etc. seized; \$57 million in fines; 1,652 charges laid ❑ 1,294 fraudulent documents seized; 232 inadmissible migrants prevented ❑ \$823 million in drugs seized in Canada; 35,523 drug offence charges laid ❑ \$6 million counterfeit currency seized; \$46 million in bankruptcies investigated 	<ul style="list-style-type: none"> ◆ ▼ ▼ ▼ ▼
<ul style="list-style-type: none"> ❖ Overall crime level remains a concern ❖ Property crime continues despite a strong economy ❖ Road safety remains a concern, especially for repeat drinking drivers ❖ Public complaints made against police ❖ Satisfaction with police services ❖ Violent crime still relatively high ❖ Youth crime down but still a concern 	<ul style="list-style-type: none"> ❑ <i>Criminal Code</i> offences up by 2.3% ❑ Burglaries and auto theft down slightly; vandalism up slightly; petty theft down ❑ 37,324 road users injured (up 1.8%); 1,152 killed (down 5.6% over 1997) ❑ Complaints down 20% over 1997 ❑ Satisfaction with RCMP remains high ❑ Violence stable; 93,089 charges laid ❑ 27,578 charges laid against youths (down 1.7%); 22,799 youths diverted 	<ul style="list-style-type: none"> ▼ ▲ ◆ ▲ ▲ ◆ ▲
<ul style="list-style-type: none"> ❖ Tragic Swissair Flight 111 crash required identification of 229 victims ❖ Forensic examinations required for speedy and less costly justice ❖ Huge number of criminal history and fingerprint files kept for police checks ❖ Effective police response to major crimes needs high quality information ❖ Advanced training needs growing with more complex policing and crime 	<ul style="list-style-type: none"> ❑ DNA typing gave 97% matches, providing closure for grieving families ❑ 10,200 forensic examination requests handled with shorter turnaround time ❑ 17 million enquiries of criminal history files; 6,700 criminals identified by prints ❑ High satisfaction by clients/partners with criminal intelligence provided ❑ 5% of all Canadian police officers attended a CPC course 	<ul style="list-style-type: none"> ▲ ▲ ◆ ▲ ◆
<ul style="list-style-type: none"> ❖ Civilian police peacekeeping demands up in areas of conflict around world 	<ul style="list-style-type: none"> ❑ Managed Canada's participation in 8 peacekeeping missions 	<ul style="list-style-type: none"> ▲
<p>▲ Exceeded our expectations ◆ Met our expectations ▼ Did not meet our expectations</p>		

Minister's Message

I am pleased to submit to Parliament the 1998/99 *Performance Report* for the Royal Canadian Mounted Police.

After commemorating 125 years of service to Canadians in 1998, during 1999 the RCMP recreated its historic March West into Canadian history. In celebrating these Canadian milestones, we come to a better understanding of the origins of the RCMP as Canada's national police force. We also have a better appreciation of the RCMP as a national and international symbol of Canada, as an integral part of Canadian culture, and as a key national institution which contributes to our national identity and to the social union of Canada.

As an agency of Government, the RCMP provides a valuable contribution to our Safe Homes, Safe Streets Agenda. It also participates in the broader justice, health and other portfolios of the federal government. As a partner in the portfolio of the Ministry of the Solicitor General of Canada, the RCMP is a key player in the pursuit of my own priorities of combatting organized crime, ensuring effective corrections, providing integrated justice information, and engaging citizens. And as the national police force for Canada, the RCMP enforces federal statutes, delivers policing services in eight provinces and three territories under policing agreements, provides Canada's law enforcement agencies

with vital information and law enforcement tools, and manages Canada's contribution to international civilian police peacekeeping. All in all, this is an extraordinary range of important activities performed on behalf of Canadians.

I am particularly pleased this year with the role the RCMP performed in helping to establish a new organization for the delivery of policing services in the Nunavut Territory which came into being on April 1, 1999.

Over 20,000 RCMP employees each contribute their own talents and skills to the difficult, diverse and complex duties for which they are each responsible. Indeed, enforcing laws, preventing crime and maintaining peace, order and security is an enormous responsibility for any individual or organization. I am fully aware that the excellent results achieved again in 1998/99 by the RCMP could not have been accomplished without the dedication, professionalism and personal commitment of the individuals who make up this organization. I thank them on your behalf for continuing to make our country a safer place to live.

The Honourable Lawrence MacAulay, P.C., M.P.
Solicitor General of Canada



Commissioner's Introduction

During the summer of 1999, many Canadians will have seen media reports of the RCMP re-enactment of the March West, from Fort Dufferin, Manitoba, to Fort Macleod, Alberta.

This celebration marks 125 continuous years of RCMP service to our country, beginning as the North West Mounted Police. Those Canadians and RCMP employees who participated gained a better understanding of the challenges confronting Canadians when establishing peace, order and good government on the Western frontier.

While the North West Mounted Police served in very different circumstances from today's modern police organization, the RCMP commitment to the highest possible standards of policing services has not changed. We fulfill this commitment by providing policing at the national, provincial, territorial and municipal levels in a seamless way across Canada. Because of these complex, multi-dimensional roles, the RCMP is not only unique in the world but is one of the most recognized national symbols anywhere. Mindful of this recognition, we will continue to demonstrate to Canadians that we deserve their respect and show that they are receiving full value for their tax dollars. Once again, I believe our performance during the last year demonstrates that we have fulfilled our commitments and, in doing so, made a significant contribution to public safety.

While there may have been occasions when our accomplishments did not fully meet our own high expectations, I am confident that any shortcomings were outweighed by our successes. One highlight is the contribution the RCMP made in support of the Solicitor General of Canada in developing culturally sensitive policing arrangements and services for the new Territory of Nunavut. Another area where we performed well was our response to the tragic Swissair Flight 111 crash near Peggy's Cove, Nova Scotia. As well, our ongoing up-hill battle against organized crime, which led to significant drug seizures and to the arrest of an international organized crime family, proved that, with the right resources, the right tools, and the right people, our strategies do work. Accordingly, our performance does make a difference to the quality of life enjoyed by Canadians.

More than 20,000 RCMP employees contributed to our performance story for 1998/99. We have tried to tell this story in a clear and compelling way that engages citizens in the collective task of making safer homes and safe communities for all.

I am confident that, while our roots are in the March West of the 19th Century, the RCMP will continue to serve Canadians successfully in the 21st Century.

J.P.R. Murray
Commissioner



Section II: Overview of the RCMP

Our Mandate, Mission and Vision

As Canada's national police service, the Royal Canadian Mounted Police enforces federal laws across the country. It acts as the provincial police force in all provinces except Ontario and Quebec, is the territorial police in the Yukon, the Northwest Territories and Nunavut, and serves as the local police force for about 200 municipalities. In discharging these responsibilities we respect our motto: "*Maintiens le Droit.*"

Our Mandate is based on the authority and responsibilities assigned by the *Royal Canadian Mounted Police Act* (RCMP Act). Under the *RCMP Act*, our duties include the enforcement of laws, the prevention of crime, and the maintenance of peace, order and security.

The RCMP is an agency within the portfolio of the Ministry of the Solicitor General of Canada. Consequently, the Solicitor General of Canada is answerable for the RCMP before Parliament.

Our Vision is to be a progressive, proactive and innovative organization, to provide the highest quality service through dynamic leadership, education and technology, in partnership with the diverse communities we serve, to be accountable and efficient through shared decision-making, to ensure a healthy work environment, encourage team building, open communication and mutual respect, to promote safe communities, and to demonstrate leadership in the pursuit of excellence.



Our Mission:

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we are committed to preserving the peace, upholding the law, and providing quality service in partnership with our communities.



Since 1873 the RCMP and its predecessor, the North West Mounted Police, has been a significant presence in Canada.

Operating Environment



Figure 2. The RCMP Accountability Framework

In addition to our Mandate, Mission and Vision, our accountability framework provides for objectives, strategic priorities and strategic direction (see Fig.2).

Objectives

Our **primary objective** is to contribute to safe homes and safe communities across Canada.

Secondary objectives include: helping to foster a sense of safety and security, responding to the needs of crime victims, and promoting crime prevention and alternatives to the criminal justice system.

Strategic Direction

Our strategic priorities provide us with an overall direction which reflects our contribution to the national unity and social cohesion of Canada. We adhere to this strategic direction by:

- fulfilling our mandate;
- advancing the federal Government's public safety commitments and related social policy and law enforcement priorities;
- within the constitutional framework of Canada and the current priorities of the Government, balancing our federal role (which is non-discretionary under the *RCMP Act*) with our contract role, our national infrastructure and national police services, and our international

peacekeeping and other roles; and

- delivering our services in an integrated, seamless way to our client communities through our four main business lines.

Strategic Priorities

RCMP activities are guided by six strategic priorities (see Fig. 3, third column), which:

- reflect Government-wide policy issues stated in the September 1997 Speech from the Throne, especially that of "Building Safer Communities" (see Fig. 3, first column);

- are aligned with those of the Solicitor General's public safety priorities (see Fig. 3, second column);

- represent commitments made to Canadians in our 1998/99 *Plans and Priorities Report*, against which we now report our performance;

- are linked to each other at the front-line when delivering everyday policing services through our four main business lines (see Fig. 3, fourth column); and which

- are addressed through partnerships with federal, provincial and territorial government departments and agencies, other law enforcement agencies, as well as communities, local groups and organizations and Canadians generally (see Fig. 3, last column).

Figure 3: Government, Ministry and RCMP Strategic Priorities, with Business Lines and Partners

Government's 1997 Priorities	Solicitor General Canada Public Safety Priorities ¹	RCMP Strategic Priorities ²	Business Lines	Key Partners
Building a stronger Canada	Combatting organized crime	Protection against organized crime	Federal Policing Services	Solicitor General, Justice, Revenue Canada, Human Resources Development Canada, Dept. of National Defence, provincial governments, Canadian law enforcement agencies.
Investing in children		Policing services to support safe homes and safe communities		
Investing in quality care and good health	Ensuring effective corrections	Protection from violent crime and youth crime	Contract Policing Services	Solicitor General, Justice, Revenue Canada, Human Resources Development Canada, Dept. of National Defence, provincial/territorial/municipal governments, Canadian law enforcement agencies, Dept. of Indian Affairs and Northern Development.
Buiding safer communities				
Creating opportunities for young Canadians	Engaging citizens	Alternative justice systems for Aboriginal peoples	National Police Services	Solicitor General, provincial governments, Canadian law enforcement agencies.
Expanding opportunities in Aboriginal communities				
Investing in knowledge and creativity	Producing integrated justice information.	Law enforcement investigative tools and information	Peace-keeping Services	Solicitor General, Dept. of Foreign Affairs and International trade, Canadian International Development Agency, Dept. of National Defence, Canadian police forces.
Looking outward, celebrating the millennium		Civilian police for peacekeeping missions		

¹ The Ministry of the Solicitor General of Canada is comprised of the Department of the Solicitor General and four main agencies, including the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, Correctional Service Canada and the National Parole Board.

² The Minister's four priorities apply, to a greater or lesser extent, to all six of the RCMP strategic priorities and to each of the four external business lines.

Challenges During 1998/99

A number of external and internal challenges are essential to understanding our performance during 1998/99.

External Pressures

Globalization issues: Organized crime is growing rapidly in size and complexity and becoming more transnational. The international law enforcement community has been critical of Canada's apparent inability to effectively combat organized crime.

Technology issues: Organized criminals have quickly taken advantage of new technologies; by contrast, law enforcement agencies have lagged behind due to the huge investment and training required.

Fiscal restraint issues: Though traditional crime rates have declined, there are new and greater demands for policing services, coupled with higher expectations to demonstrate best value for money.

Crime rates and public concern: There is heightened public concern with violent crime and youth crime despite their declining incidence overall.

Aboriginal justice issues: There are growing expectations for alternative justice solutions, especially in light of the rapid growth in the Aboriginal youth population.

Internal Challenges

Alignment issues: Structures and functions continue to require realignment to improve our service delivery.

Financial resource issues: Fiscal restraint continued to be our most significant internal challenge. Improvements suggested by a Comptroller General Review have been implemented and a

Resource Review is expected to deliver recommendations in late 1999.

Human resource issues: The effective prohibition on the right of RCMP members to unionize was upheld by the Supreme Court of Canada in a decision delivered in Sept., 1999. Human resource renewal demands continue for improved career development systems, a stronger accountability matrix (e.g., performance agreements), an improved human resource performance management system, and stronger links with operations and business lines. A business case for a pay raise is now the subject of a Pay Council study. A retirement "time bomb" over the next five years will require increased recruitment to replace retirees.

Information management and information technology issues: Infrastructure rust-out and rapid obsolescence of many existing information technologies is a continuing challenge. Year 2000 readiness is reported under the Consolidated Reporting section. The quality of management information produced by existing information systems continues to be a concern.

Service delivery issues: Our quality service initiative through community policing is ongoing, reflecting the Government's quality service initiative in support of the principle of citizen-centred service delivery. A recent assessment shows that, while the RCMP is fourth in service quality, it is first among large Government departments.¹ Incorporating our service standards into our service delivery continues to be a management challenge. However, client surveys show we have been providing quality policing services that meet or exceed those standards. Implementing alternative service delivery (ASD) continues as further studies generate recommendations.

Organization of the RCMP:

The Commissioner reports to and is accountable to the Solicitor General of Canada for the control and management of the RCMP and for all related matters. Under this accountability framework, the RCMP is structured in two ways, rather like a matrix. We have police services delivered geographically (within a regional management structure) and four functional business lines which cut across this service delivery.

Business Line Descriptions

Our four main business lines provide services to Canadians, either directly or indirectly. Each is comprised of a number of service lines (see Fig. 4).²

○ **Federal Policing Services** provide policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to Canadians in all 13 provinces and territories.

Nine service lines or programs fall within this business line, covering law enforcement related to customs and excise, drugs, immigration, other federal matters, proceeds of crime, economic crime, as well as criminal intelligence, international liaison, protective operations programs, and support services, especially technical operations (which appears under the "General Policing" service line box in Fig. 4). These

federal services are delivered through the divisional structure in all provinces and territories.

○ **Contract Policing Services** are provided on a cost-sharing basis to the three territories (as of April 1, 1999, Nunavut is included) and all provinces (except Ontario and Quebec) under 20-year agreements between the federal government and provincial, territorial and municipal governments. Organized into a division for each contract jurisdiction, services are delivered at the detachment or local level. Contract Policing services also extend to approximately 200 municipalities and, under 171 individual agreements, to 192 First Nations communities.³

These services follow the community policing approach and include crime prevention, order maintenance, traffic enforcement, *Criminal Code* enforcement and emergency services.

○ **National Police Services** provide vital operational support for Canada's criminal justice system, including over 400 Canadian police and government agencies as well as selected international law enforcement agencies. Service lines include: the Canadian Police College, Criminal Intelligence Services Canada, Forensic Laboratory Services Information, and Identification Services. Altogether, their services include: advanced training, criminal intelligence, computerized criminal

histories, fingerprints data bank, forensic analysis, violent crime analysis, and firearms records.

○ **Peacekeeping Services** provide civilian police peacekeeping assistance, training and related international police services to a number of countries experiencing internal conflict. This is done on behalf of the Canadian Government and in accordance with Canada's foreign policy, usually under a United Nations mandate.

locations across Canada (with Ontario and Quebec receiving only federal services).

Contract Policing services are delivered to about 22 per cent of Canada's population (6.5 million Canadians) while all 30 million benefit from our Federal Policing services.

Organization of Service Delivery

Our two largest business lines, Federal Policing and Contract Policing, are delivered through local detachments and divisions within four regions. National Police Services and Peacekeeping business lines are delivered nationally and internationally.

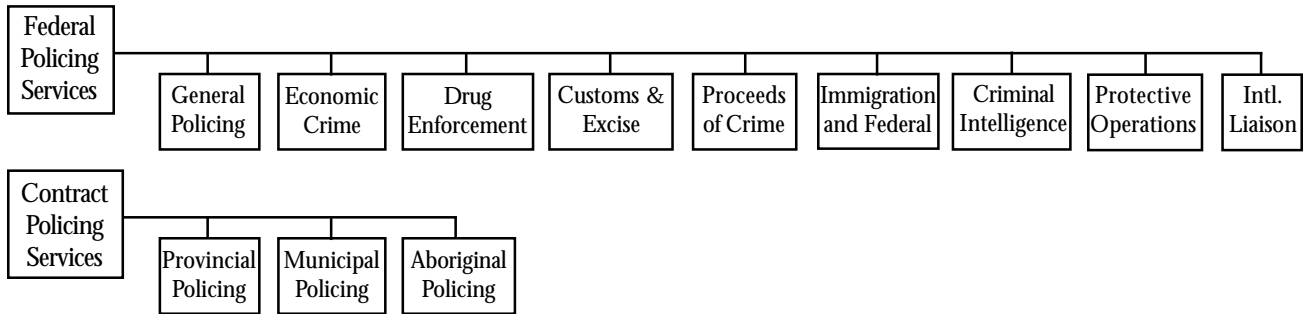
The Commissioner is supported by four regional deputy commissioners (Atlantic, Central, Pacific and North West) and one at National Headquarters (see Fig. 5).

There is a division in each province or territory and one for the National Capital Region, making a total of 13 divisions. Each has a commanding officer, as does the Regina training facility. There are also 15 directors at National Headquarters.

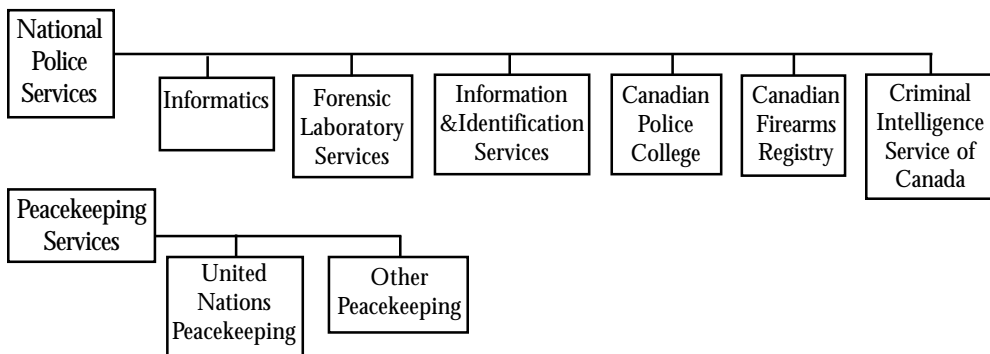
Federal and Contract Policing services are delivered in about 760

Figure 4. Structure of Business and Service Lines

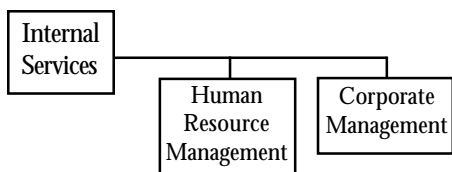
Providing Services Directly to Canadians:



Providing Services Indirectly to Canadians:



Providing Support Services:

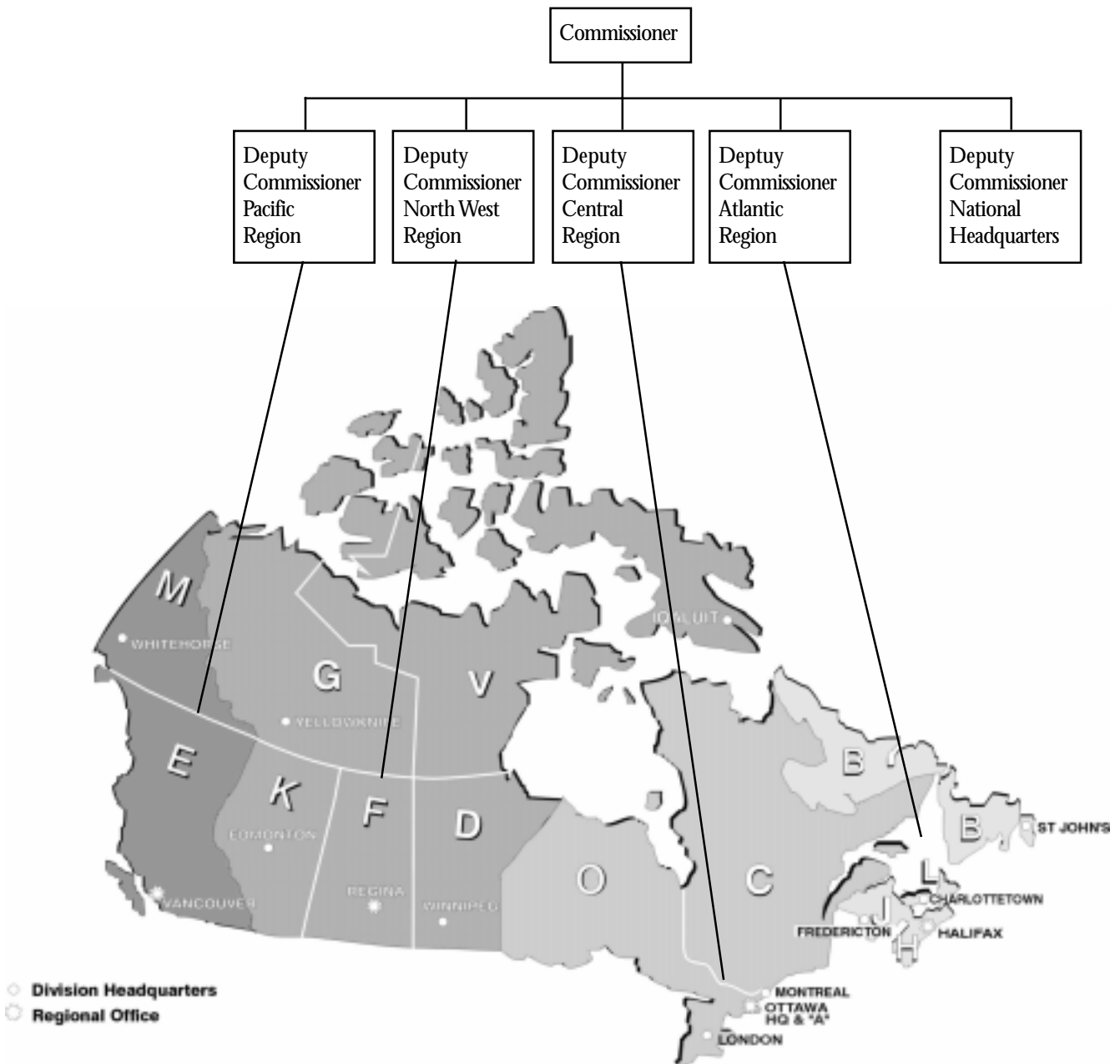


The map below lists RCMP Divisions (large letters refer to the division denotation and title) and to their respective Headquarters, as

well as the four geographic regions and the regional offices.

National Headquarters is located in Ottawa.

Figure 5: Regional and Divisional Structure



Section III: RCMP Performance



In constantly looking for innovative ways to keep in touch with communities, the RCMP has found that bicycle patrols are very effective.

Performance Expectations & Key Results Commitments

The performance expectations for 1998/99 are presented in the Chart of Key Results Commitments (see Fig. 6, next page).

Organized by our six strategic priorities, each of these expectations, and their related performance indicator, is subsequently identified (e.g., page 17), followed by a description of our accomplishments against the expected results.

We have tried to keep statistics and charts to a minimum, and to complement them with qualitative information, including success stories and best practices (as ways of

doing our work which regularly produce good results). These highlight some of the major accomplishments of our performance story. In describing both our successes and our shortcomings, we are able to tell a more balanced story and increase the awareness of the complexities of our work.

While recognizing that some things may have changed in the meantime, our results should be assessed against commitments made a year and a half ago in the 1998/99 *Report on Plans and Priorities*.

Performance Accomplishments

How should the results reported here be interpreted? If the following points are kept in mind, then most of our results may be seen as the accomplishments of 20,000 employees dedicated to making our homes, streets and communities more safe for Canadians.

○ Public safety, as part of our quality of life, is shaped by a whole range of different factors and not just by crime. These factors include: an aging Canadian society (with fewer youths at risk of being involved with crime), improved economic conditions (which often takes the incentive out of crime), higher levels of edu-

Figure 6. Chart of Key Results Commitments for 1998/99

The Royal Canadian Mounted Police is committed to:		
Providing Canadians with:	As demonstrated by:	See...
Protection against organized crime:	1.1 a reduction in the economic incentives for enterprise crime	p. 17
	1.2 a contribution to a reduction in smuggling and contraband distribution	p. 18
	1.3 a contribution to a reduction in migrant smuggling	p. 19
	1.4 a contribution to a decline in the supply of and demand for illicit drugs	p. 20
	1.5 a contribution to a reduction in economic crime	p. 21
	1.6 effective enforcement of other Federal statutes	p. 22
	1.7 enhanced quality of criminal intelligence and information	p. 23
	1.8 effective protection & security for Canadian and foreign dignitaries	p. 24
	1.9 effective international liaison and overseas activities	p. 25
Policing Services to support safe homes and safe communities:	2.1 a contribution to a decline in overall crime	p. 28
	2.2 a contribution to a decline in property crime	p. 29
	2.3 a contribution to increased road safety	p. 30
	2.4 a reduction in the level of public complaints found justified	p. 31
	2.5 increased satisfaction levels of clients and partners	p. 32
Protection from violent crime and youth crime:	2.6 a contribution to a decline in violent crime	p. 33
	2.7 a contribution to a decline in youth crime	p. 34
	2.8 a contribution to people's increased sense of safety	p. 35
Alternatives to the traditional justice system for Aboriginal peoples:	2.9 policing approaches that are responsive to the needs and culture of Aboriginal communities	p. 36
Law enforcement investigative tools and information:	3.1 enhanced client access to advanced DNA analysis	p. 38
	3.2 enhanced client access to criminal history, fingerprint & firearms records	p. 39
	3.3 effective and timely sharing of criminal intelligence	p. 40
	3.4 advanced training, research and information services	p. 41
Civilian police for peacekeeping missions:	4.1 timely and cost-effective provision of civilian police personnel for peacekeeping missions	p. 43
	4.2 enhancement of Canada's international reputation	p. 44

cation and employment, globalization, and so on (see the discussion in last year's *Performance Report*, pages 14-15).

○ Crime is therefore only one symptom of broader public health and safety and many of the solutions for reducing and preventing crime are found outside the traditional criminal justice system (e.g., in social development approaches).

○ Because crime indicates broader social problems, police do their work in partnership with many other players, each of whom contributes to the solutions to shared problems, some of which have an impact on crime. Our partners include: Canadians in all walks of life, Canadian law enforcement agencies federal departments and agencies, provincial/territorial and municipal governments, the private sector, and non-government and community organizations.

○ Because performance accomplishments are shared with others, it is not always possible to attribute to any one of the partners what precise role they play in reducing crime and victimization at a national level. As a result, both successes and shortcomings are shared.

○ Beyond partnerships, however, police perform some key roles of their own in society:

○ as gatekeepers for the criminal justice system where the police are the first contact for people as victims, witnesses or offenders;

○ as contributing partners for the strategy of reducing offender motivations for engaging in criminal behaviour;

○ in the lead role for controlling crime through law enforcement and

○ as a key partner for the prevention strategy of reducing opportunities for people to commit crime.

○ The role of police in society is changing, in part because of the growing demands made of the police by the

public, including:

○ an increase in the actual or perceived need for traditional, reactive policing services, despite declining crime rates;

○ a growing demand for new services in response to new and more complex types of crime, such as Internet-based crime; and

○ viewing the police as the solution to many non-crime problems, with governments asking police to assume broader responsibilities.

○ Increases or decreases in crime trends may not necessarily reflect the true nature of law enforcement performance.

For example, an increase in crime rates can result from increased reporting to the police when people see the police as a good way of solving their crime problem and make a formal report rather than doing nothing or going elsewhere.

○ It is usually difficult to establish annual performance targets for each partner. Success for each can therefore be best judged in terms of broad directions for multi-year statistical trends.

○ While we would prefer not to use traditional performance indicators, we can never really ignore some of the established statistics and measures, largely due to public and media interest. They include:

○ *Crime rates* (the number of crimes per 100,000 population) which allows us to compare results in jurisdictions of different sizes,

○ *Clearance rates* (the percentage of solved to unsolved crimes)⁴

○ In sharing our performance story with the public, we continue to strive for improved reporting practices, including higher quality information, more client and public satisfaction surveys, and benchmarking (see the discussion in last year's *Performance Report*, page 15).

RCMP Performance Accomplishments

A number of outcomes can be attributed to the RCMP as a whole, thereby transcending the individual business lines. These include the following **overall RCMP accomplishments**:

- A *national leadership role* in, and forging law enforcement partnerships, to **combat organized crime**.
- A *contribution to the prevention and reduction of crime and victimization* to provide for safe homes and safe communities as a precondition for social cohesion and the social union framework.
- A *cooperative and coordinating role* with other federal departments and agencies involved in the **enforcement of federal statutes**.

- An *integrating role* for Canadian law enforcement agencies by **sharing law enforcement investigative tools and information**, mainly through our National Police Services.

- An *international profile* and presence by **representing Canadian law enforcement and Canadian values on the world stage**.

- A *contribution to national unity as a national symbol* for Canada and a high profile presence, especially when celebrating the 125th year of the March West.⁵

- In support of the Canadian Transportation Safety Board, **a lead role in the recovery and investigation of the crash of Swissair Flight 111** as one of the largest multi-agency operations in Canadian history.

RCMP Resource Inputs for 1998-99

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part III)	\$ 1,881,600,000
<i>Total Authorities</i>	\$ 1,995,700,000
Actual Spending	\$ 1,990,300,000

Human Resources (actual FTEs utilized):

Regular Members (uniformed)	14,789
Civilian Members	2,025
Public Service Employees	3,488
Total RCMP Employees	20,302

Note: For an explanation of the terms used here, please see the introductory note to the Financial Tables in Section V. "FTE" is a human resources term meaning "Full Time Equivalent." The numbers reported here are the "aggregated" FTEs actually utilized rather than the number "authorized".

The RCMP also participated in a number of **cross-sectoral or horizontal initiatives** within the portfolio of the Ministry of the Solicitor General of Canada, as well as in several government-wide initiatives:

- **The National Strategy on Community Safety and Crime Prevention:** we participated in the safe homes/safe streets strategy which provides the context for our own safe homes, safe communities priority, with Justice Canada and Solicitor General Canada in a joint lead role.

- **Canada's Drug Strategy:** we continued to contribute to the Government's demand reduction and supply reduction strategies, with Health Canada.

- **Organized Crime activities:**

we participate in the Anti-Smuggling Initiative and Integrated Proceeds of Crime Initiative.

- **Aboriginal Justice/Restorative Justice:** we continued to participate actively in the initiative, led by Justice Canada.

- **Peacekeeping:** with the leadership of DFAIT and funding through CIDA, we again managed the Government's participation in international civilian police peacekeeping.

- **Nunavut:** under the leadership of Solicitor General Canada, we contributed to the development of culturally sensitive policing arrangements and services for the new Territory of Nunavut.⁶



The RCMP has made a firm commitment to reducing youth crime, as well as to innovating alternative justice measures to deal with youth crime and Aboriginal policing. Here Constable Mike Doucet talks informally with a group of young men.

Business Line Performance Accomplishments

The next four sections describe the strategic priority, key performance commitments and significant accomplishments achieved during 1998/99 for each of the RCMP's four main business lines.

While performance outcomes are reported here by business line, their interdependence is emphasized. No single business line is solely responsible for performance against a particular commitment. For example, an RCMP officer on routine highway patrol enforcing provincial traffic laws, by apprehending someone for speeding and then, suspecting a more serious of-

fence, may end up also enforcing the *Criminal Code* as well as other federal statutes.

Consequently, just as our overall results are shared among various criminal justice and government partners, the results of each commitment and each business line represent the involvement of over 20,000 RCMP employees.

We use our problem solving model, named *CAPRA*, to report our results against our commitments. *CAPRA* stands for *Clients, Analysis, Partnerships, Response* and *Assessment*.

In addressing a *strategic priority*, each commitment is designed to address a specific *crime problem*. One or more law enforcement and related *strategies* are applied to each problem, together with the resources, or *inputs* required to make the strategies work, including our key *partners*.

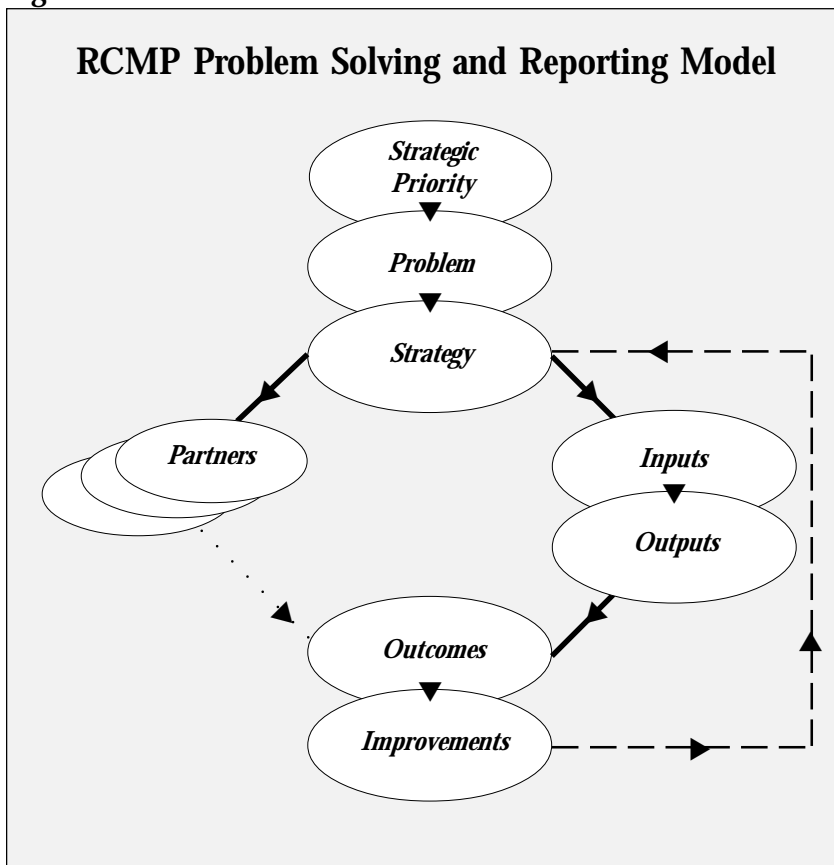
We then describe the *outputs* produced by a specific program or front-line activity. There are also shorter- and longer-term *outcomes* results, or impacts which tell us how well we have met our commitments.

We are then able to assess the results of our strategies, continuously learn from our successes and shortfalls, and then develop *improvements* to produce better results next time.

This performance information is used for two main purposes: externally, to be accountable to Canadians for the resources entrusted to us, and internally, by managers at all levels, to achieve better results.

Overall, our focus on performance-based management, which examines the results of specific strategies against commitments, helps to make some of our decision-making more transparent for Canadians and to engage them in partnerships with us in improving public safety.

Figure 7:



1. Federal Policing Services

As the police service for Canada, federal policing represents the core mandate of the RCMP at the national level. Federal policing services help ensure *safe homes and safe communities* in our streets and communities, and at our international borders. We are dedicated to providing Canadians with quality federal services to ensure a *prosperous and stable economy* and to protect the Canadian economy against criminal organizations in areas that many Canadians seldom experience directly (e.g., corporate crime, fraudulent telemarketing schemes, stock market fraud, crime in “cyberspace”). Quality Federal policing services are delivered through community policing principles, which involves team work and partnering with the communities we serve.

Protecting Canadians against organized crime, as our Federal policing priority, is a

significant challenge, because:

- this type of crime is largely invisible,
- it is very challenging to determine its size, scope and impact on Canadians, although efforts in this areas are ongoing; and
- it is difficult to assess how much impact our efforts have in disrupting or dismantling organized crime.

Nonetheless, we can still judge the likely impact of our accomplishments by comparing our recent results with our past performance.

Short-term outcomes include:

- public compliance with criminal law,
- while not being a policing or law enforcement objective, one welcome byproduct is often an increased financial return to government (such as increased tax revenues); these returns are often in proportion to the amount invested in law enforcement.

RCMP Objective:
Safe homes and safe communities.

Strategic Priority
To provide Canadians with protection against organized crime.



Business Line Resource Inputs, 1998/99

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part III)	\$ 497,900,000
<i>Total Authorities</i>	\$ 515,300,000
Actual Spending	\$ 533,400,000

Human Resources

(actual FTEs utilized: 24.7% of total FTEs)	5,012
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NOTE: Increases from planned spending to authorized spending are comprised primarily of funding received from Treasury Board for pay increases for Members and Public Service Employees. Funding was also received for Federal initiatives, such as Proceeds of Crime and to combat family violence. Additional spending beyond authorized levels was in all areas of this business line - economic crime, drug investigations, anti-smuggling and other areas - in order to address the protection against organized crime strategic priority. This over expenditure was managed internally through reduced spending in other business lines, primarily National Police Services.

Medium-term impacts include:

- Costs foregone in related areas such as reduced health care costs (e.g., related to drug abuse).
- Lower costs for goods and services that were otherwise “taxed” by organized crime.

Broader outcomes are reflected in:

- a safer investment climate and a stronger economy,
- a greater respect by Canadians for the law, and
- an increased sense of safety and security by Canadians.

Taken together our strategies and desired outcomes are aligned with the Solicitor General of Canada’s Public Safety priorities, and contribute to the National Action Plan on organized crime.

We use several *key strategies to combat organized crime*. One set of strategies focusses on illegal activities (illicit commodities and services). The second set focusses on people (criminals and their organizations).

To implement these strategies, a broad range of *law enforcement and related tools* are used, with our partners, to pursue the common goal of combatting organized crime (see the table below), with a focus on the *key results commitments* made to Canadians (see Fig. 6).

Over the past few years we have shifted our overall strategy. Formerly, we mainly targeted illegal goods and services. Unfortunately, this approach allows organized crime groups to continue the same activity with other commodities. It also runs the risk of ignoring other illegal activities of organized crime, has a short-term impact on street-level criminals, and permits the profits and the funding sources of organized crime to remain undetected.

Consequently, while we continue to target illegal activities, we now also focus on the upper echelons of organized crime (a process called “targeting upwards”) as well as on the organized crime networks, so that we can dismantle them and disrupt all their criminal activities.

Targetting the upper ranks is an ongoing, multi-year exercise rather than a case-specific project. It requires extraordinary law enforcement partnerships, long-term commitments of substantial resources from many jurisdictions, and properly trained enforcement personnel.

The impact of targeting upwards is also difficult to measure. There may be internal fighting by the remaining members of the organized crime group when they attempt to re-organize and establish new leadership, even though the disruption may last no longer than six months. Nonetheless, this outcome sends a clear message that organized crime is not immune from the law and will not be tolerated in Canadian society.⁷

Strategies to Combat Organized Crime	Tools to Combat Organized Crime
<p>Targeting the supply of illicit goods and services (i.e., supply reduction) through interdiction, closing off opportunities for crime, disrupting specific criminal activities and locations (e.g., our borders) and by addressing new and innovative criminal activities (e.g., telemarketing)</p> <p>Targeting the suppliers of illicit goods and services through a focus on the upper ranks of criminal organizations by long-term intelligence-gathering and investigations</p> <p>Promoting a reduction in the demand for illicit goods and services through public education and prevention</p> <p>Targeting the incentives for crime (i.e., reducing the motivations of offenders) by removing the profits of criminal activities</p> <p>Forging strategic regional, national and international partnerships with other law enforcement agencies, other government agencies and the private sector</p>	<p>Timely, tactical and strategic intelligence on criminal acts, individual criminals and criminal organizations - produced and shared with Criminal Intelligence Service Canada, and Canadian law enforcement agencies</p> <p>Physical surveillance conducted with DND, Revenue Canada, CIC</p> <p>Information technologies developed with law enforcement partners linked to our National Police Services</p> <p>Legislative instruments (e.g., <i>Criminal Code</i>) developed with Justice Canada, Solicitor General Canada and other federal departments</p> <p>Financial measures (e.g., duties, taxes) in cooperation with Department of Finance, Revenue Canada</p> <p>Public education and information in partnerships with HRDC, etc</p>

1.1 Reduction in the Economic Incentives for Enterprise Crime

Problem:

Most crime is motivated by financial incentives or greed and, unless the assets of criminals are taken away from them legally, then they will continue to pursue their activities, especially as organized crime. Estimates of the level of money laundering range from \$5 to \$17 billion annually.

Strategies:

- Removing the illicit profits of crime by identifying, tracing and freezing criminal assets so they can be forfeited to the Government through the courts.
- Investigating and helping to prosecute offenders through multi-disciplinary teams across Canada with our key partners (working in 9 Proceeds of Crime, or POC, units and 13 Integrated Proceeds of Crime, or IPOC, units).

Partners:

SGC, Revenue Canada, Department of Finance, Justice Canada, private industry (e.g., Canadian Bankers Association, Credit Union Central), other police agencies.

Inputs:

- \$35.4 million (including \$15.4 million from the Anti-Smuggling Initiative).
- 270 FTEs utilized.

Outputs:⁸

- \$30 million in seizures by all POC and IPOC units.
- \$0.5 million imposed in fines.
- \$19 million in "referrals" for investigation to other law enforcement agencies and to Revenue Canada. While the amount seized is up by two thirds over the previous year, 1997 was itself down by a quarter over 1996.

Performance Indicators:

- Trends in the value of assets seized.

Outcomes:

- Immediate results include taking a bite

out of the profits of crime and returning them to government.

- To date, of the \$30 million seized in 1998, about \$6 million in forfeitures has been returned to the Federal government.⁹
- Longer-term outcomes lie in reducing the incentive for crime and undercutting organized crime and its harmful impact on Canadian society.

Planned Improvements:

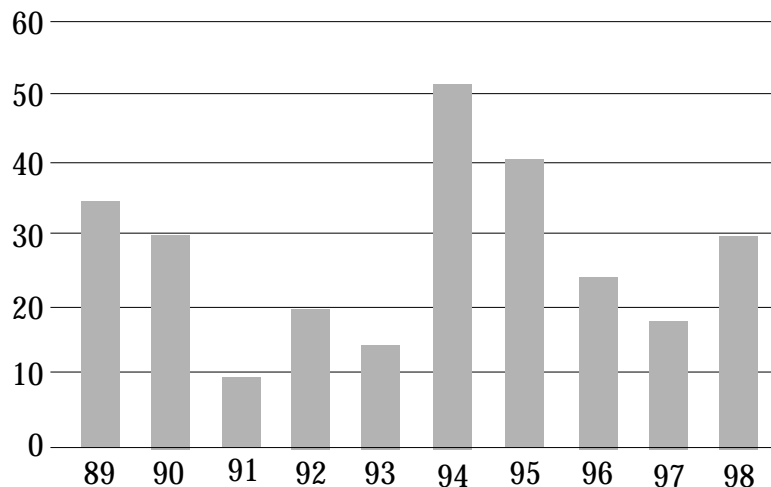
- Working with our partners: to implement the new mandatory requirements for reporting suspicious transactions, including investigating referrals from the new agency which will collect, collate and refer suspicious transactions to police; and to implement the proposed new cross-border reporting requirements.
- Expanding measures to reduce the costs associated with legal requirements to disclose all information to defence counsel.

Project Orca Succeeds With Seizures in the Turks and Caicos Islands and Toronto

The value of attacking the assets of a criminal organization was demonstrated in Toronto and the Turks & Caicos Islands with the termination of a three year project which concluded in 1998. Two persons were charged with over \$5 million in assets seized, including:

- *Bank account in Turks & Caicos Islands of \$3.5 million,*
- *Business premises in Turks & Caicos Islands valued at \$500,000, and*
- *Property in Canada valued at \$850,000, including a condominium in Montreal, and a house and vineyard property in Ontario.*

Asset Seizures, 1989-1998 (\$ millions)



Key Review: The 1998 annual review of all IPOC units, conducted by the Department of the Solicitor General, sought to determine (1) the "return on investment" of taxpayers money and (2) the effectiveness of the IPOC model as a law enforcement unit. Money recovered by the IPOC initiative during 1997/98 equalled 89 per cent of its cost. The study also found that the larger units (i.e., Montreal, Toronto, Vancouver) were the most effective.

1.2 A Contribution to a Reduction in Smuggling and Contraband Distribution

Problem:

Our long, porous borders, with a high volume of goods and people passing across them, provides opportunities for the smuggling of contraband and prohibited goods. The tax structure attracts the illegal manufacture of spirits and tobacco products to avoid payment. It is estimated that the annual revenue loss to governments is \$2.5 billion.

Strategies:

- Reducing the availability of illicit goods by limiting their entry into Canada (i.e., physical seizures) and then charging smugglers.
- Identifying and referring to RCC the duties and taxes owed on already smuggled goods (ascertained forfeitures), thereby having the same impact as if the goods had been seized originally.
- Prosecuting substantive offences by smugglers under the Proceeds of Crime legislation

Partners:

SGC, RCC, Justice Canada, other Canadian and US law enforcement agencies, federal and provincial finance departments.

Inputs:

- \$70 million (including \$40.8 million in Anti-Smuggling Initiative funds).
- 572 FTEs utilized.

Outputs:

- Total seizures of \$20.4 million, including: \$5.6 million in tobacco products, \$2.3 million in liquor products, \$1.8 million in jewellery, \$5.2 million in drugs, \$3.3 million in conveyances, and \$2.1 million in other illicit goods.
- 1,652 charges laid, \$57 million in fines levied, \$592,000 in revenues collected, \$0.6 million in restitution ordered, and \$26 million worth of referrals to other law enforcement agencies

for investigation.

Performance Indicators:

- Trends in the value of illegal assets seized under the Anti-Smuggling Initiative (monies, property, all types of vehicles, drugs, contraband goods), and trends in the value of federal and provincial tax revenues.

Outcomes:

- Concluded long, complicated cases resulting in huge ascertained forfeitures.
- Encouraged the legal movement of goods across our borders, thereby providing a financial return to Canadians.

Planned Improvements:

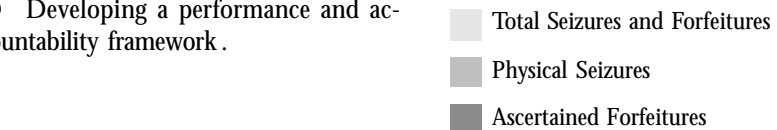
- Training with national/international partners to develop innovative investigative techniques and strengthen cooperation between law enforcement agencies.
- Implementing, where possible, recommendations arising from the evaluation of the ASI program (see box below).
- Developing a performance and accountability framework.

Huge Taxes Evaded by Illegal Tobacco

In early 1998, RCMP in Montreal and Joliette, in cooperation with the Montreal Urban Community Police, arrested 21 suspects and seized:

- \$400,000 worth of fine cut and raw leaf tobacco,
- 21 vehicles valued at approx. \$200,000,
- equipment for the production of tobacco valued at approx. \$100,000,
- \$80,000 in cash from three Tobacco Companies in or around Montreal.

Over 220,000 packages (200 grams each) of fine cut tobacco were illegally produced and distributed for sale, thereby evading \$3.3 million in provincial and federal taxes.



Key Review: A review of the performance of the Anti-Smuggling Initiative since it began in 1994/95, including 1997/98, found that: 1) all partners allocated their funds in a responsible, systematic and effective manner; 2) the program had a significant impact on the capacity of the partners to combat smuggling and to reduce the supply of contraband; 3) enforcement through the ASI had an impact on the contraband liquor market in Ontario (with similar results likely in other provinces); 4) an indicator of the success of the program is that organized crime methods have become more sophisticated to avoid detection, resulting in increasing difficulties with our targeting of their upper echelons; and, 5) despite modest increases in tobacco taxes in 1995, 1996 and 1998 there is no indication that there are increased supplies of contraband tobacco products.¹⁰

1.3 A Contribution to a Reduction in Migrant Smuggling

Problem:

Over 15,000 people enter Canada each year without travel documents, including some who were illegally transported or otherwise assisted by professional smugglers charging illegal migrants as much as \$70,000 each, with illicit proceeds totaling as much as \$1.05 billion. Many migrants are then forced to participate in drug trafficking, money laundering and prostitution.

More sophisticated technology has resulted in a proliferation of high-quality fraudulent travel and identity documents used to smuggle illegal migrants into Canada.

Strategies:

- Investigating unscrupulous immigration facilitators.
- Gathering and sharing intelligence on smuggling operations, including staging areas and suspected trade routes.
- Preventing illegal and undesirable entries into Canada through public education, prevention and enforcement.

Partners:

SGC, CIC, DFAIT, Justice Canada, DND, Revenue Canada, USINS, Canadian and foreign police, foreign immigration authorities, international airlines.

Inputs:

- \$19.8 million.
- 180 FTEs utilized.

Outputs:

- Screened over 25,500 refugee claimants under international conventions, as requested by CIC.
- Screened approx. 1,500 applicants from eastern Europe fitting profiles of persons tied to organized crime, past criminal activities, terrorist links, or war crimes who were referred by CIC (of these, half were denied entry).
- Removed a total of 130 high risk persons arrested across the country.
- Escorted 31 immigration related pris-

oners to other countries.

- Undertook 1,052 smuggling related cases.
- Seized 1,294 fraudulent travel or identity documents.
- Prevented 232 inadmissible migrants on two ships from entering Canada.

Performance Indicators:

- Trends in illegal migrant entries.
- Trends in numbers of migrant smuggling organizations.
- Trends in supplies and suppliers of forged travel documents.
- Trends in counterfeiters of currency and negotiable instruments.

Outcomes:

- Our criminal screening process identified members of international organized crime groups and prevented them from entering Canada, thereby protecting Canadians from strengthened domestic organized crime.
- The strategy of heading illegal migrants off at their point of departure is reducing related costs to Canadians (e.g., apprehending smuggler's boats).
- Broader impacts include other costs foregone by preventing the entry of illegal migrants into Canada. Direct costs of court cases and custody are estimated at \$50,000 per person, per year, for an average of two years (this is down from the three year estimate reported last year), for an estimated average total cost of up to \$100,000 each.

Planned Improvements:

- Extending our education and prevention program abroad, thereby denying access to Canadian soil to organized crime groups.
- Improving training methods, and continuing to improve our detection of fraudulent documents produced by increasingly sophisticated forgers.

People Smuggling Group Taken Down

“Project Othello,” a migrant smuggling investigation involving the RCMP, CIC, USINS and other law enforcement agencies, resulted in the arrest of 38 people in Canada and the US during the Spring of 1999.

The smuggling organization is believed to have moved 4,000 Chinese nationals through Canada and into the USA, charging up to \$70,000 each and grossing up to \$280 million in two years.

1.4 A Contribution to a Decline in the Supply of and Demand for Illicit Drugs

Problem:

The harmful consequences of illicit drug use and abuse include physical, emotional, economic and social harms to both individual Canadians and to Canadian society. Estimates of the potential to generate criminal proceeds from illicit drugs sold at the street level are as high as \$18 billion a year.

Strategies:

- Reducing the supply of illicit drugs by preventing large drug shipments from entering Canada.
- Preventing illicit drug distribution across Canada.
- Lessening the demand for illicit drugs through prevention and public educational initiatives.

Partners:

SGC, Health Canada, RCC, Justice Canada, CSC, DFAIT, DND, all Canadian law enforcement agencies, as well as provincial, territorial and municipal agencies responsible for health, education and corrections.

Inputs:

- \$70.2 million
- 878 FTEs utilized

Outputs:¹¹

During 1998, in RCMP jurisdictions:

- 35,523 charges were laid for drug offences.
- The street value of \$823 million in drugs was seized including: \$56 million in heroin, \$192 million in cocaine, \$561 million in cannabis and \$13.4 million in other drugs.
- An additional \$219 million in drugs was seized in other countries as a result of major drug investigations in which we participated.
- The number of participants in drug awareness programs at the community level continued to increase across the country

(e.g., Police Assisted Community Education - "Kids and Cops," Aboriginal Shield, Drugs and the Workplace).

Performance Indicators:

- Trends in the total street value of drugs seized.
- Trends in the street value of categories of drugs.
- Trends in participation in drug prevention programs for awareness and education.

Outcomes:

- A reduction in the demand for drugs.
- A decrease in the importation into Canada of illegal drugs.

Planned Improvements:

- Implementing a new demand reduction strategy as part of a comprehensive and collaborative social, health and judicial process that will focus on the delivery by front-line police officers of proven substance abuse programs and services to youth, communities and workplaces that are designed to reduce demand, supply and harm and promote a drug free lifestyle.
- Focussing on the social and economic costs of drug use and abuse. The RCMP is working to have the media focus less on the dollar values of drugs seized, conveying instead the social and economic costs of drug use/abuse to the public. This will demonstrate the direct and indirect costs of drug use/abuse such as hospitalizations, addiction treatment, traffic accidents, increasing use of certain drugs, etc.
- Reorganizing small Drug Enforcement Units (less than eight FTEs) within each Division, to incorporate them into larger, more effective units.

National Pipeline/Convoy & Jetway Programs Continue As Best Practices

With another 400 officers joining the National Pipeline/Convoy Program in 1998, there are now 1,000 front-line officers who are trained to identify suspicious persons and activities in cars and trucks. Another year of excellent results produced seizures of: \$0.5 million in currency; \$16 million in drugs; 15,000 cartons of smuggled cigarettes; 3,504 litres of illicit liquor; 159 different types of weapons.

The new Jetway program, with 200 front-line officers involved, targets the air, train and bus transportation systems. In 1998 they seized: \$1 million in currency; \$2 million in drugs; and 2,663 in smuggled cigarettes.

Huge Hash Seizure Near Victoria

A record 15 tonnes of hashish were seized in BC after three vessels were searched.

11 tonnes of hashish were found as they were being unloaded from a fishing boat into a dump truck near Fanny Bay on Vancouver Island.

The boat was ferrying the drugs from a larger ship, registered in Pakistan, which was escorted to Vancouver by a U.S. Coast Guard cutter.

One week later, a search of another vessel found 2.8 tonnes of hash, resulting in two more people being charged.

In all, three vessels have been seized and charges laid against 14 people.

1.5 A Contribution to a Reduction in Economic Crime

Problem:

With more sophisticated technologies available to criminals or criminal organizations working across international boundaries, profit-motivated crime, estimated conservatively at \$3 billion annually, is increasingly more complex and difficult to investigate.

Strategies:

- Preventing crime through education and public awareness.
- Detecting, investigating, and prosecuting organized criminals.
- Using tactics that disrupt economic crime activities.

Partners:

SGC, Bank of Canada, Industry Canada, Superintendent of Financial Institutions, Superintendent of Bankruptcy, HRDC, US Customs Service, US National Association of Attorneys General, FBI, Federal Trade Commission, US Postal Service, US Department of Justice, Canadian Assoc. of Internet Providers, telecommunications associations, Canadian Bankers Association, Direct Marketing Association, Provincial Consumer Protection Agencies and services associations, DFAIT, Deceptive Telemarketing Crime Prevention Forum, Securities and Exchange Commission. Key partnering initiatives include: Cross Border Crime Forum, SGC Organized Crime Initiatives, National Telemarketing Fraud Strategy Group.

Inputs:

- \$36.9 million.
- 379 FTEs utilized, in 34 units .

Outputs:¹²

- 110 corporate bankruptcies involving an estimated value of \$28 million were investigated, as well as 179 personal bankruptcies with an estimated value of \$18 million.
- 5,764 new investigations were started, including 1,082 cases with a total estimated value of \$4.9 billion and 3,873 files poten-

tially valued at \$3.5 billion which could not be fully investigated.

- Counterfeit Canadian bank notes passed and seized totalled about \$6 million (an increase of 28 per cent from 1997).
- The main organized crime figure behind Royal International Collectibles, a fraudulent gemstone investment scheme, received a sentence of four years. The assets were seized and forfeited to the Attorney-General of Ontario.
- A Nigerian organized crime figure was extradited from the Netherlands and pled guilty to an unsolicited (419) letter fraud scheme. Others are currently serving lengthy jail terms for cheque and payment card fraud.

Performance Indicators:

- Trends in successful investigations and arrests for white collar crime in corporate crime, corruption, telemarketing fraud, securities and stock market fraud, computer crime and telecommunications fraud.

Outcomes:

- **The task force investigating the Bre-X stock collapse was disbanded: evidence and witnesses necessary to secure convictions were not available to Canadian courts.**
- **The counterfeiting of bank notes increased by 28 per cent over 1997 levels.**
- **Issuers of Visa, Mastercard and American Express payment cards collectively lost \$140 million in 1998 due to fraud.**
- **Securities fraud as well as telemarketing fraud, computer-assisted fraud, Internet-assisted crime, and other high technology crime, continued to grow unabated.**

Planned Improvements:

- Enforcing new offences for telemarketing fraud and similar offenses, as well as the new authority to undertake the interception of communications.
- Enforcing new offences on enterprise crime, including the offence of Printing in Likeness, and using provisions for the seizure and forfeiture of crime proceeds.

Fraudulent Bankruptcies Thwarted

Since 1996, some Montreal financial advisers induced their clients to commit fraudulent bankruptcies totalling \$4 million.

RCMP investigations identified the roles played by trustees who entered into a conspiracy and acted hand in hand with these financial advisers.

About 1,000 charges may now be laid under the Income Tax Act, as well as over 90 Criminal Code charges and more than 35 charges under the Bankruptcy and Insolvency Act.

1.6 Effective Enforcement of Other Federal Statutes

Problems:

Opportunities are increasing for crimes in the areas of public safety, consumer protection, financial loss to the Government of Canada, and environmental crime (with an estimated \$3 billion in annual health care costs). In pursuing these areas, federal law enforcement is also experiencing overlap and duplication of many responsibilities.

Strategies:

- Developing intelligence on the involvement of organized crime in the movement of hazardous waste and endangered species.
- Enhancing enforcement of copyright, trademark and radio-communication related offences.
- Reviewing selected areas of law enforcement that could benefit from better coordination and consolidation.

Partners:

SGC, Justice Canada, Environment Canada, Revenue Canada, Canadian and foreign police agencies.

Inputs:

- \$46.2 million.
- 420 FTEs utilized.

Outputs:

- National Copyright Enforcement Guideline was produced and Copyright Information sessions were held.
- Promoted the consistent national enforcement of the *Radiocommunications Act* provision on American satellite dish receivers by working with the media to educate the public.
- Developed a Police Officers' Handbook to assist in dealing with Parole Violators.
- Trained St. Laurence Management Corporation enforcement officers in basic Federal Law enforcement responsibilities re-

specting the checking of seaway traffic.

- Worked with Interpol to create an Environmental "Train the Trainer" course to train Canadian law enforcement personnel to identify environmental criminal violations and the procedures to follow.
- Investigated 231 applications for passport suspensions under the *Family Orders and Agreements Enforcement Assistance Act* as requested by Justice Canada, and seized 22 passports from "dead-beat dads."

Performance Indicators:

- Reduced illegal activities relating to federal statutes, especially copyright and environmental law.
- Reduced overlap and duplication in federal law enforcement.

Outcomes:

- **Increased Canadians' awareness about new forms of crime in which organized criminals are involved, especially environmental crime and counterfeit products.**
- **"Dead-beat dads" are increasingly likely to pay arrears to their estranged family.**

Planned Improvements:

- Conducting a study of the *Family Orders and Agreements Enforcement Assistance Act* on the cost effectiveness of seizing passports from persons who are in arrears for their family support payments.
- Partnering a project with CIC to improve the screening of individuals associated with organized crime, war criminals, and terrorists.
- Expanding and improving training provided through Project Pipeline/Convoy/Jetway and encouraging all RCMP program areas and outside law enforcement agencies to see the value of the program.
- Identifying more clear outcomes.
- Planning for better integration of federal law enforcement and cooperation with partner agencies.

Illegal Satellite TV Access Cards Seized

In late 1998, an investigation into the sale of counterfeit access cards used to illegally receive American satellite TV signals culminated in the search of a residence in Rigaud, Quebec.

This search yielded 12,000 access cards, with a street value of \$9,000,000. In addition, 26 firearms, countless electronic circuits and parts were also confiscated.

Under the authority of the Proceeds of Crime legislation, several vehicles, two residences and in excess of \$3,000,000 in U.S and Canadian currencies and bonds were also seized.

Two individuals were charged with 10 criminal offences ranging from theft of telecommunications, to forgery and possession of stolen goods.

1.7 Enhanced Quality of Criminal Intelligence and Information

Problem:

Timely, accurate information and intelligence on individual criminals, criminal groups and criminal acts is vital for Canadian law enforcement agencies to combat jointly the major threats to Canadian society, especially organized crime.

Strategies:

Strategies of the RCMP Criminal Intelligence Program include:

- Enabling transnational crime and terrorism to be countered at their sources.
- Identifying trends in transnational crime and tracking structures, networks, methods of operation and vulnerabilities of criminal organizations and terrorist groups.

Partners:

SGC, PCO, CISC, CIC, CACP, Interpol, Europol, P8 Senior Experts Group on Transnational Organized Crime, Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States, International Assoc. of Chiefs of Police, International Assoc. of Intelligence Analysts, and counterparts in the US, England and Australia.

Inputs:

- \$51.2 million.
- 465 FTEs utilized.

Outputs:¹³

- *Annual Report on Organized Crime in Canada*, in partnership with CISC.
- Identification of national law enforcement priorities and targets for combatting organized crime.
- Identification of common operational priorities for RCMP criminal intelligence.
- *Project Solstice*, a multi-agency effort set up to conduct a strategic threat assessment of the potential for organized crime, terrorists, extremists and criminal sponsors of civil unrest to target public and private sector critical infrastructure through

the Year 2000.

- Produced and disseminated eight Strategic Intelligence Assessments and seven Criminal Intelligence Briefs for use by clients within the RCMP, the Federal Government, provincial and municipal partners and, where appropriate, with the private sector.
- Delivered advanced criminal intelligence training, including strategic intelligence analysis, through the CPC and intelligence workshops and seminars abroad under the RCMP Police Training Assistance Program.

Performance Indicator:

- Satisfaction of key partners and clients.

Outcomes:

- **Overwhelming satisfaction by users of Strategic Intelligence Assessments (99 per cent).**
- **Enhanced awareness among Canadian police agencies of the major organized crime threats (based on the national priorities and the *Annual Report*).**
- **Developed stronger partnerships and joint strategies to combat the problem of organized crime.**
- **Better quality criminal intelligence on common priorities.**
- **More effective, cooperative working strategies to combat organized and serious crime.**

Planned Improvements:

- Ensuring that the intelligence function serves the needs of the entire organization and extends across jurisdictional and command structures, by conducting national strategic intelligence workshops for RCMP detachment commanders and program heads across Canada.
- Improving the scope and quality of intelligence information inputted into the shared intelligence system by our partners.

Partnership in Action: The RCMP and the Bank of Canada

"I would like to express my appreciation for the growing collaboration that has been taking place between the RCMP and the Bank.

"During the past year we have made major progress together, both on educating the public about bank note security features and on the analysis of counterfeiting data trends to support enforcement."

*Gordon G. Thiessen
Governor,
Bank of Canada*

1.8 Effective Protection and Security for Canadian and Foreign Dignitaries

Problem:

Canadian and foreign dignitaries are at risk of being targets of violence for political, criminal or personal motives or as targets of organized crime. Dignitaries include the Prime Minister, the Governor General, certain other Canadian officials, foreign diplomats staying in Canada, visiting Internationally Protected Persons, and other persons designated by the Solicitor General of Canada.

Strategy:

○ Providing Canadian and foreign dignitaries with protection and security services.

Partners:

Prime Minister's Office, Privy Council Office, DFAIT, Canadian Heritage, other federal departments, CSIS, National Capital Commission, and local police services.

Inputs:

○ \$48.2 million.
○ 602 FTEs utilized.
○ Other personnel temporarily assigned for major events.

Outputs:

○ Protection was provided for the Prime Minister and his family for 30 international and 90 domestic trips.
○ Other Canadian dignitaries received protection while on 373 trips.
○ Foreign diplomats benefited from protection 259 times.
○ 272 foreign visitors were protected during their stay in Canada.
○ Protection was provided for 25 major events held in Canada and two abroad (the Commonwealth Games in Malaysia and an International Exhibition in Portugal).
○ \$0.5 million in travel costs were saved and reallocated by realigning resources more efficiently.

Performance Indicators:

○ A record of visits and events occurring without incident.
○ Client satisfaction.

Outcomes:

○ All foreign Internationally Protected Persons visiting Canada on official business who were extended protection during their visit by the RCMP on behalf of the Canadian government arrived and left Canada in safety during 1998/99.
○ All foreign missions in Canada, and designated Canadian government dignitaries, also enjoyed a safe and secure year under RCMP protection.
○ The safety of the Prime Minister and his family was ensured at the PM's official residences.
○ Clients were satisfied, as shown by several letters received.

Planned Improvements:

○ Addressing the rapidly increasing costs of providing protection for international travel by dignitaries and increases in the number of international summits in Canada.
○ Aligning resources and closely monitoring of costs to produce further savings for relocation to priorities.

Community Contacts Curb Violence

The arrest by Turkish authorities, of the Kurdish Workers' Party leader generated violent demonstrations around the world, and Canada was no exception.

The RCMP worked very closely with its policing partners to meet this challenge.

Many meetings with community leaders in Montreal, Toronto and Vancouver contributed to the reduction of violence.

1.9 Effective International Liaison and Overseas Activities

Problem:

With the globalization of Canada's economy and the free flow of people, goods and services across our borders, crime has become increasingly transnational.

Strategies:

- Maintaining a Liaison Officer (LO) program in strategic international locations to provide the Canadian and foreign law enforcement communities with assistance, information and coordinating support, especially for investigations on drugs, organized crime and immigration matters.
- Managing Canada's membership in Interpol and Interpol's National Central Bureau in Ottawa, as the first contact point for inquiries from international law enforcement agencies in the fight against organized crime.

Partners:

DFAIT, Justice Canada, other federal departments, Canadian and foreign law enforcement agencies, and other Interpol bureaux.

Inputs:

- \$7 million (including Canada's statutory contribution to Interpol of about \$1.2 million).
- 31 Liaison Officer FTEs in 20 countries around the world.
- 27 Interpol FTEs.

Outputs:

- Over 7,000 requests for assistance were received in 1998/99 (a 40 per cent increase). LOs acted on over 120 major investigations. LOs assisted Canadian police and foreign officials with approximately 1,500 major investigations, mostly drug investigations.

Performance Indicators:

- Improved international cooperation

with foreign police agencies and government.

- Satisfaction with LO assistance.
- Increased involvement of Canadian police agencies in the Interpol Program.

Outcomes:

The Liaison Officer program:

- as a focal point for Canada's international drug and organized crime strategies, and assists in preventing many incidents from arising (e.g., illegal entry into Canada); and
- contributes to more effective anti-organized crime operations impacting on Canada by dealing with the rising incidence of transnational criminal activities and related proceeds of crime investigations.

The Interpol program:

- helps intercept wanted persons;
- helps fight international automobile theft rings operating from Canada; and
- contributes in the long-run, to the increased safety of Canadians, both in Canada and abroad, as well as to the fight against international crime organizations.

Planned Improvements:

- Increasing our Canada's Drug Strategy program personnel to meet rapidly growing requests for assistance from LOs.

Anti-Mafia Efforts Link Up Worldwide

Liaison Officers were among the key players in a significant blow to the Cuntrera-Caruana Sicilian organized crime family -- one of the largest drug-smuggling and money-laundering criminal organizations in the world.

Several of its top members were arrested in 1998 after a two-year investigation. Over 200 kg of cocaine, worth an estimated wholesale value of \$6,000,000, have been seized.

2. Contract Policing Services

RCMP Objective:

Safe homes and safe communities.

Strategic Priorities:

To provide Canadians with -

- *policing services in support of safe homes and safe communities;*
- *protection from violent crime and youth crime; and*
- *alternatives to the traditional criminal justice system for aboriginal peoples.*

The federal government has policing agreements with eight provinces and three territories. These 20-year agreements are in effect until the year 2012.¹⁴

Our medium-term strategy is to develop a framework for negotiations for the year 2012. We are also planning for the next five-year review of the cost base of the agreements.

To help achieve our strategic priority of safe homes and safe communities, we provide quality service delivered through community policing. This means solving local crime problems in partnership with the communities we serve. It involves both reactive and proactive ways of solving and preventing local crime problems.

As a result, everything we do focuses on consulting with our clients and stakeholders, forming partnerships with our communities and local agencies, empowering our front line, and mobilizing community and other resources to supplement our own resources.

By listening to our clients and partners, the policing services we deliver to them

under contract with provinces and municipalities, are better tailored to the needs and priorities of each community. By learning from pilot projects and best practices, we are continuously improving the quality of services we provide.

We also improve our services by applying our 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 (see box on next page).

How well do these strategies work in terms of their impact on the three strategic priorities for the contract policing business line? We use three main ways of interpreting our results, by comparing:

- trends in the actual level of “traditional” crime through independent surveys of Canadians who have been victimized;¹⁵
- our own trends in annual crime levels against those of other police forces; and
- trends in public satisfaction with our services, public complaints, and public fear of being victimized.

Business Line Resource Inputs, 1998/99

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part III)	\$ 1,011,700,000
<i>Total Authorities</i>	\$ 1,060,500,000
Actual Spending	\$ 1,060,300,000

Human Resources

Actual FTEs utilized -	11,220 (55.3% of total FTEs)
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Note: As with the previous business line, the increases from planned spending to authorized spending relates primarily to compensation for pay increases. Other funding was received for implementation cost of the new contract at Codiac, NB, as well as under a Memorandum of Agreement regarding the federal portion of contract policing funding and for an enhanced Federal Policing presence at les Aéroports de Montréal. Contract Policing slightly underspent authorized levels as a result of a discretionary spending freeze that was implemented in response to the over-expenditure in 1997/98.



Community Justice Forums, and other alternative justice measures, are important tools in the RCMP's strategic approach to making communities safe for everyone.

***Restorative Justice:
A Fresh Approach to Policing***

Restorative justice is a philosophy based on community healing on "making things right."

This means trying to restore the situation to what it was like before the incident occurred.

Repairing situations and relationships involves problem-solving the harmful effects of the offender's actions and fostering offender accountability and rehabilitation.

Where possible the victim, the offender and the community join together in open dialogue.

One way of reconciling victims and offenders and making things right is through Community Justice Forums (CJF).¹⁸

Our strategies include:

- Reducing crime and deterring further crime through law enforcement
- Preventing crime and repeat crimes by solving common underlying problems
- Delivering restorative justice measures
- Diverting young offenders
- Softening the impact on victims
- Targeting high-risk offenders to prevent re-offending or "recidivism"
- Forming partnerships
- Promoting public education and awareness

Unfortunately, due to the lack of accurate information on crime, we are not yet able to compare ourselves with other police forces by using crime rates, as reported in the Uniform Crime Report (UCR)¹⁶ statistics gathered by the Canadian Centre for Justice Statistics (CCJS).¹⁷

At present, we can only compare crime numbers between years (generated by our Operational Statistics Reporting system) as a crude indicator of our performance.

The effectiveness of the above strategies is assessed and reported below by using quantitative and qualitative indicators of our performance against the commitments we made to Canadians in our 1998/99 *Plans and Priorities Report*. Because human and financial resources for this business line are allocated geographically by divisions and not by commitments (as they are for the federal business line), the inputs are not identified under each of the items below.

2.1 Contribution to a Decline in Overall Crime

Problem:

Crime reported to the police continues to be a concern for Canadians, despite declining crime rates in recent years.

Strategies:

○ Under the community policing approach, preventing and solving local crime and disorder problems, in partnership with the communities we serve.

Partners:

Community and neighbourhood organizations, religious organizations, local businesses, the voluntary sector, local governments, concerned citizens, social agencies.

Outputs:

Highlights of crimes reported in 1998 to the RCMP¹⁹ are:

○ Total **actual offences**²⁰ increased slightly (by 3.6 per cent) to 1,128,056.
○ Total **Criminal Code** offences (excluding traffic offences) increased by 2.3 per cent to 761,110, including:

Other offences (a diverse group of offences ranging from bawdy houses to arson and kidnapping), which makes up 42 per cent of the total, increased by about six per cent to the highest level in eight years, due largely to increases in two offences: Counterfeit Currency and Disturbing the Peace. This change also accounts for most of the overall increase in *Criminal Code* offences.

Violent crime (homicide, assault, sexual assault and abduction), which makes up another 12 per cent of the total offences, decreased marginally to 93,089 offences;

Property crime (break and enter, thefts, frauds, etc.), which makes up about 45 per cent of the total, also decreased very slightly to 345,219 offences.

○ **Federal statute** enforcement, other than the *Criminal Code*, is reported under

the Federal Policing section. A general category of federal offences (which excludes drugs), covering everything from the *Immigration Act* to the *Prairie Grain Act* (see Section VI for the major statutes we administer), declined by two per cent in 1998 to reach 58,512 offences.

○ *Provincial Statute and Territorial Ordinance enforcement* (excluding traffic offences), increased about 3.6 per cent, although no single category seems to explain this overall increase. Most of these offences continue to be related to provincial liquor offences which declined slightly again this past year to 163,581 offences.

○ *Municipal by-law offences* (excluding traffic) increased by 27 per cent over 1997, to 52,918, continuing the long-term trend.

Performance Indicators:

○ Statistical trends in the enforcement of *Criminal Code* and other offences.
○ Trends in crime rates (not yet available).

Outcomes:

○ **Overall crime increased slightly in RCMP jurisdictions, possibly reflecting the implementation of community policing which tends to encourage victims to report crime to the police.**

Planned Improvements:

○ Analyzing the changes in crime reported above to see if they are "real" (i.e., due to external factors, police practices or to changes in reporting and counting rules).

○ Improving our Operational Statistical Reporting system to produce accurate crime rates that would allow comparisons with those of other police services and with national and local victimization surveys.

○ Continuing to implement the community policing approach, including restorative justice, crime prevention and other strategies.

○ Exploring the impact of demographic and socio-economic changes on crime.

2.2 Contribution to a Decline in Property Crime

Problem:

Despite growing affluence, Canadians continue to be victimized by property crimes.

Strategies:

- Delivering public education and awareness programs.
- Implementing police-community joint crime prevention and problem-solving efforts to reduce theft and vandalism.
- Conducting restorative justice forums for young offenders.

Partners:

Private sector businesses, including the insurance industry, community groups and associations.

Outputs:

Between 1997 and 1998, RCMP jurisdictions found:

- Burglaries (break and enters) dropped by 1.7 per cent; the number of charges against adults and youths were almost the same.
- Vandalism (minor property damage under \$5,000) rose slightly.
- Petty theft (under \$5,000); the number of charges against adults decreased fractionally but charges against young offenders dropped by 10 per cent.
- Auto theft and theft from autos both decreased slightly while bicycle theft, truck theft and theft from trucks increased fractionally.

Performance Indicators:

- Trends in crime statistics on theft or vandalism.

Outcomes:

○ **Property crime in areas policed by the RCMP is generally either stable or declining slightly. Reasons include:**

- **police-community partnerships to reduce opportunities for prop**

erty crime (e.g., Block Watch); and improved economic conditions may be reducing the motivation for property crime.

On the other hand, those seeking illegal economic gain may be shifting their attention towards white collar crime, especially economic crime and new types of crime that do not show up yet in our statistics (e.g., “electronic commerce”).

Planned Improvements:

- With declining property crime and rapidly expanding economic crime such as telemarketing fraud, shifting greater attention towards these new forms of property crime, especially where they are committed by organized crime.

2.3 Contribution to Increased Road Safety

Problem:

The free and safe movement of people, their vehicles and their goods on our roads is of continuing concern to Canadians.

Strategies:

○ Delivering traffic law enforcement and/or education programs designed to increase the use of seat belts and child restraints and to reduce the incidence of impaired driving.

Partners:

Transport Canada, CACP, federal, provincial territorial ministers and departments responsible for road safety, Canadian Council of Motor Transport.

Outputs:

During 1998, in areas policed by the RCMP:

- 1,152 Canadians were killed in crashes (down by 5.6 per cent over 1997), which represents 40 per cent of the national level of 2,884 deaths.
- 37,324 road users were injured as a result of collisions (up by 1.8 per cent over 1997).
- Over 80 per cent of fatal collisions were in rural areas.
- One in every 30 vehicles on the road at night has an impaired driver - they account for 33 per cent of all drivers killed in collisions across Canada.
- Seat belt use remains below the national objective of 95 per cent by 2001 (it is now 89 per cent).
- The 11 per cent of vehicle occupants not wearing seat belts accounted for 40 per cent of all motor vehicle fatalities.
- The number of offences for impaired driving rose again slightly, by 1.2 per cent, while persons charged with driving with a blood alcohol level in excess of 80 mg dropped by 4.6 per

cent.

Performance Indicators:

- Trends in motor vehicle collisions.
- Trends in seat belt use.
- Trends in impaired driving.

Outcomes:

The slight increase during 1998 in non-fatal collisions (following declines since 1991) may be due to a number of factors, including:

- non-use of seat belts,
 - eliminating many highway patrol units, and
 - the prevalence of impaired drivers.
- Factors contributing to improved road safety generally, include:
- more effective public education programs,
 - changing attitudes of drivers,
 - increased use of seat-belts and child restraints,
 - anti-drinking-driving campaigns,
 - improved vehicle design and built-in safety features such as air bags,
 - improved highway design, and
 - more effectively targeted safe driving and enforcement programs.

Planned Improvements:

- Addressing the persistence of drinking-driving cases and comparatively low seat-belt use.
- Implementing recommendations from a cutting-edge study now underway in Alberta. The study is developing and testing a comprehensive community policing traffic services model to address issues such as whether the current focus on speeding drivers should be shifted to impaired drivers and the non-use of seat belts.

Hard Core Drinking Drivers Cause Deaths

While the hard-core drinking driver represents only one per cent of all drivers on the roads at night during weekends, they are responsible for almost half the fatal crashes on weekends. This statistic suggests that law enforcement efforts should target these hard core drinking drivers.²¹

2.4 Reduction in the level of public complaints found justified

Problem:

To promote public trust and confidence in its services, the RCMP responds to all public complaints of actual or perceived misconduct by RCMP employees. This is done by attempting to satisfy the complainant and demonstrating accountability to the public, while simultaneously respecting the rights of our employees.

Strategies:

- Responding to all complaints in a transparent and timely manner.
- Where appropriate, resolving complaints to everyone's satisfaction by informal meetings between the complainant, employee(s) complained against, and the employee's supervisor.
- Promoting improved communication between all parties.

Partners:

RCMP Division Staff Relations Representatives (DSSR), RCMP Public Complaints Commission (PCC).

Inputs:

- 40 senior police investigators in larger RCMP divisions and detachments.

Outputs:

- 2,192 complaints were made by the public under Part VII of the *RCMP Act* concerning the on-duty performance of any member or other person appointed or employed under the *RCMP Act*, whether or not the complainant was directly affected by the subject matter of the complaint. This is a decrease of about 20 per cent over 1997.
- Part of the decrease since 1997 is likely due to the apparent decline in public interest following a significant increase due to the APEC summit and subsequent public inquiry into the RCMP response to student demonstrators.

- Of the total number of public complaints, over 14 per cent were withdrawn, while over 31 per cent were dealt with informally and about 54 per cent were handled by a formal process, either internally or by the independent PCC.²²

Performance Indicators:

- Trends in the ratio of complaints found justified to the number of RCMP employees.

Outcomes:

- **A lower level of complaints made indicates greater public satisfaction with the conduct of RCMP employees. Other factors contributing to the lower level include:**

- **community based policing,**
- **the promulgation of the Mission, Vision, Values statement,**
- **increased delegation of authority to deal with and resolve complaints directly in the field, and**
- **the constant encouragement to resolve complaints informally, where possible and appropriate.**
- **The number of public complaints is a mere fraction of the nearly two million charges made annually under various federal, provincial, territorial, and municipal laws, as well as another million traffic related incidents - all of which is but a small proportion of the millions of formal and informal contacts between RCMP members and the general public.**

Planned Improvements:

- Further implementing an automated public complaints information system throughout the RCMP.
- Updating the existing system and reviewing the possibility of implementing a more user-friendly, flexible and affordable Public Complaints Reporting System.

2.5 Increased Satisfaction Levels of Clients and Partners

Problem:

While coming into contact with the police may be a negative event for those in conflict with the law, the public and those who meet the police as partners, volunteers, victims, witnesses, offenders and other “clients” should be satisfied that the level and quality of services are appropriate and are consistent with the Charter of Rights and Freedoms and other standards for the human rights enjoyed by Canadians.

Strategies:

- Improving our service quality.
- Selecting appropriate recruits.
- Fostering continuous learning.
- Ensuring an effective internal discipline system.
- Participating in public complaints processes.
- Surveying public satisfaction.

Partners:

Communities and community organizations.

Outputs:

- A fifth annual survey of the users of RCMP services was conducted in New Brunswick during 1998.²³
- Public opinion survey (Envionics, etc) results were provided to us.
- Other than the New Brunswick surveys, we have not done consistent tracking of client satisfaction.
- Positive feedback continues to be received from our contract partners and stakeholders.

Performance Indicators:

- Satisfaction expressed by clients, victims, communities, and contract jurisdictions.²⁴

Outcomes:

- **Thirty-four per cent of Canadians have “a lot of confidence” in the RCMP,**

- **Seventy-five per cent of New Brunswickers were “very satisfied” or “satisfied” with the way the RCMP handled their incident and 92 per cent found their first RCMP contact was “very helpful” or “fairly helpful.”**

- **Police officers are responding to the earlier survey feedback through changed behaviour by becoming more sensitive and responsive to the needs of their clients.**

Planned Improvements:

- Seeking affordable ways to obtain systematic feedback so we can improve the quality of our services, thereby increasing public satisfaction even more.
- Surveying citizens in Aboriginal communities across Canada, to assess their expectations of, and satisfaction with, RCMP services.

Annual Survey in New Brunswick a Best Practice:

For the fifth year in a row, RCMP's “J” Division in New Brunswick conducted a client satisfaction survey of those who have come into contact with the RCMP.

Results from 1,200 New Brunswickers show a consistently high level of satisfaction with RCMP services.

2.6 Contribution to a Decline in Violent Crime

Problem:

Perhaps because of media portrayals of relatively few yet dramatic incidents, Canadians are increasingly fearful of being victims of violent crime, despite recent declines in statistics.

Strategies:

- Providing a range of appropriate interventions, from law enforcement to restorative justice, in response to a zero-tolerance policy for violent crime.
- Delivering public education and prevention programs.
- Addressing family violence, including child sexual assault.
- Focusing on school violence.
- Sharing offender information (i.e., ViCLAS - see below).

Partners:

Health Canada, CSC, provincial agencies, communities, prevention organizations, services to victims organizations, other police agencies.

Outputs:

During 1998, in those areas across Canada served by the RCMP:

- Violent crime charges dropped fractionally (to 93,089), reflecting the national trend which dropped by two per cent.
- Adults charged with homicide or attempted homicide increased marginally (4.2 per cent) to 245.
- The total number of assaults, which jumped between 1996 and 1997, was unchanged, at 88,083, although two thirds of this number involves Assault Level I ("non-serious assault").
- Weapons offences also dropped fractionally (to 7,992).

Performance Indicators:

- Trends in police-reported crime statistics.
- Trends in results from surveys of

crime victims.

- Partnerships with agencies engaged in reducing violent crime.

Outcomes:

- While violent crime appears to be declining slightly, at least from incidents reported to the police by the public, it still remains at an unacceptably high level and at 12 per cent of all *Criminal Code* offences.
- Law enforcement responses to violent crime in progress and services to victims of violence continue to remain our focus.
- Assisting in the establishment of victim and/or community services offices, enforcing provincial guidelines for zero tolerance in spousal abuse cases, forming partnerships and incorporating protocols with other social agencies dealing with sensitive investigations (e.g., child sexual abuse), and using creative problem solving practices within high-risk communities. Many of these activities were targeted at breaking the cycle of family violence.
- There has been an increase in the use of and adoption by police agencies of the Violent Crime Linkage Analysis System (ViCLAS) as indicated by increases in the number of "links" and series of cases, with about 10,000 new cases entered during 1998 for a total of 63,000.

Planned Improvements:

- Continuing to respond to the concerns of Canadians about violence in our homes, streets and communities as well as in our schools.

Reducing Violence in Schools

A partnership between the RCMP, Justice Canada, BC Provincial Government (Education & Attorney General) and BC Safe Schools (a teachers' organization), is developing safety resources for communities, with a focus on schools.

A kit for police-school liaison officers includes a crime prevention curriculum. There is also a further investment in the "BC Youth-Police Network."

2.7 Contribution to a Decline in Youth Crime

Problem:

Despite declining crime rates, a great deal of concern has been expressed in the media and by some opinion leaders about criminal activity by youth and the need to “get tough” with young offenders.

Strategies:

Problem-solving with our partners uses a variety of alternatives to traditional criminal justice measures and strategies:

- Diverting (not charging) first time young offenders from the formal justice system.
- Preventing youth from engaging in criminal activities.
- Using restorative justice for both victims and offenders.
- Making early interventions in the lives of at-risk youth.
- Delivering education programs.
- Consulting with youth.

Partners:

Communities, youth organizations, Scouts Canada, prevention organizations, other police agencies, schools, victims groups, Commissioner’s Youth Forum.

Outputs:

During 1998, in areas policed by the RCMP:²⁵

- The number of Criminal Code charges (excluding traffic) against young offenders continues to decline (by 1.7 per cent), to 27,578 in 1998.
- The number of youths *not charged* in 1998 also dropped by 1.5 per cent (to 22,799).
- The total number of charges for all types of assaults in 1998 remained fairly stable (at 4,469); however, male offending appears to be declining slightly while the reverse is true for young females.
- The number of youths *not charged* for assault (3,027) also declined slightly.

Performance Indicators:

- Trends in police statistics for crime rates trends in enforcement of *Criminal Code* offences.
- Trends in results from police and community surveys of crime victims.

Outcomes:

- **The combined strategies of zero-tolerance for youth crime and then taking alternative approach as appears to be having a positive outcome, such as lowering crime rates slightly over time.**

Planned Improvements:

- Examining the reasons why official crime rates are dropping and whether this is due in part to youths not being charged by police (e.g., due to diversion or because of insufficient evidence).
- Implementing restorative justice initiatives, such as Community Justice Forums (CJF) to reduce recidivism, especially when targeting the 55 per cent of young offenders responsible for non-serious assaults.
- Developing education resources and programs to enhance safety measures within communities, with a focus on schools, including materials on police liaison in schools, a crime prevention curriculum and further investment in the BC Youth-Police Network.²⁶

TV Show Wins Awards

“Youth Violence: What’s out There” is an interactive, fast-paced and energetic show which won the 1996 Crimestoppers International Award, the AMTEC Award of Excellence, CAB Gold Ribbon Award and the Can Pro Showcase Award.

It uses dramatic re-enactments of potentially violent situations and explains how to prevent violence from occurring

2.8 Contribution to People's Increased Sense of Safety

Problem:

Being fearful restricts the lifestyles of Canadians, especially those who feel most vulnerable, including the elderly, young urban females and disabled people.

Strategies:

- Informing people about the actual statistical risk of being victimized so they can better judge their safety under different conditions.
- Delivering public education, awareness and advice on prevention and how to take reasonable precautions for self protection.
- Providing better responses by police, especially for re-victimization (i.e., if police treat victims more sensitively then this reduces their fear of subsequent victimization).

Partners:

HRDC, Justice Canada, provincial, territorial and municipal crime prevention organizations, community crime prevention and safety organizations.

Outputs:

- While public fear is heightened by media sensationalism (e.g., about gang violence or serial murderers), we continued our efforts to implement community policing as a means of ensuring more accurate public knowledge about the actual or statistical risk of being victimized under various circumstances.
- For our improved response to victims of crime, a 1998 survey in New Brunswick indicated that 86 per cent of those surveyed were very satisfied or fairly satisfied with the way the RCMP handled their own incident overall (an increase of five per cent since 1996).

Performance Indicators:

- Being fearful about their own risk of being victimized is quite different from having concerns about crime as a social problem. The indicator of the former is: trends

in results of surveys of Canadians about their safety concerns, especially their level of comfort in walking around their neighbourhood at night.

Outcomes:

- **Canadians' fears of being victimized while walking alone at night in their neighborhoods remains constantly high (at 27 per cent overall), especially for elderly Canadians (at 41 per cent), despite declining crime rates in recent years.**²⁷
- **Twenty-four per cent of Canadians were victims of at least one crime in each of these years.**²⁸
- **Opinion polls place the public's concern with crime as a social problem among the top ten issues to be dealt with by governments, but lower than many other problems.**

Planned Improvements:

- Developing innovative ways to support local surveys on victimization and fear of being victimized to provide ongoing measures of performance.
- Supporting the national survey of victims as part of the *General Social Survey* in 2000 to see what changes have occurred since the previous surveys were conducted in 1988 and 1993.

2.9 Policing Approaches That Are Responsive to the Needs and Culture of Aboriginal Communities

Problem:

Traditional criminal justice and policing responses are recognized as not meeting all the needs of aboriginal peoples. These responses should be more culturally appropriate, be based on stronger partnerships with aboriginal communities, and address underlying social conditions.

Strategies:

- Adopting restorative justice approaches.
- Implementing Community Justice Forums (CJFs).
- Fostering cultural awareness and spirituality.
- Using healing and sentencing circles.
- Recruiting more aboriginal persons into the RCMP.
- Creating and strengthening partnerships with aboriginal leaders and communities
- Supporting aboriginal policing.

Partners:

Aboriginal communities and leaders, Justice Canada, DIAND, CIC, HRDC.

Outputs:

- We trained additional facilitators to create and manage CJFs in aboriginal communities, for a total of over 1,700.
- Aboriginal cadets were trained for recruitment into the RCMP:
 - 60 through our *Aboriginal Cadet Development Program* (which helps cadets from remote and northern areas to prepare for RCMP cadet training and for life outside their community), and
 - 31 through our *Aboriginal Youth Training Program* (which enables Aboriginal youth to experience summer training, ride-a-longs and a mentoring program).

- Over 1,400 police and community members were trained through our RCMP Suicide Intervention Program in 1998/99.
- Ninety per cent of recommendations on recruitment, training, community relations, and other issues made at biannual meetings of the Commissioner's National Aboriginal Advisory Committee were implemented.

Performance Indicators:

- Trends in the number of CJFs used by the RCMP and aboriginal community members.
- Satisfaction expressed by clients, victims, communities and service providers.

Outcomes:

- **Recruitment of aboriginal cadets into the RCMP helped to improve policing services to aboriginal communities.**
- **Fewer aboriginal Canadians were processed through the formal court system.**

Planned Improvements:

- Providing additional, systematic evidence of the positive impact of restorative justice activities.

Effectiveness of Restorative Justice Programs Supported

Two evaluations support the effectiveness of Community Justice Forums and the trainee-trainers program.

Another study underway supports the effectiveness of the RCMP Suicide Prevention Program for aboriginal peoples.²⁹

3. National Police Services

The RCMP's National Police Services (NPS) are the "glue" which helps to provide an integrated national law enforcement system among the Canada's police network.

NPS provides investigative, scientific, technical and educational information and services which are essential for the

timely, efficient and effective operation of Canada's 400 or more law enforcement agencies, from large provincial or municipal police services to small, local ones.

The RCMP is also the largest user and consumes approximately 30 per cent of these services.



RCMP Objective:

Safe homes and safe communities.

Strategic Priority:

To provide Canadians with law enforcement investigative tools and information.



Business Line Resource Inputs, 1998/99

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part III)	\$189,000,000
<i>Total Authorities</i>	\$216,200,000
Actual Spending	\$190,700,000

Human Resources:

Actual FTEs utilized	1,643 (8.1% of total FTEs)
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NOTE: The increases from planned spending to authorized spending comprised primarily of pay related increases. Additional funding was authorized due to increased revenue levels at the Canadian Police College. This business line underspent its authority as a result of giving up funding to other areas, particularly to the Federal Policing business line.

3.1 Enhanced client access to advanced DNA analysis

Problem:

Crucial evidence in support of police investigations increasingly requires sophisticated, expensive and rapidly changing technologies.

Strategies:

Strategies of the RCMP's Forensic Laboratory Services (FLS) are:

- Introducing the second generation DNA methodology in all six forensic laboratory facilities.
- Preparing for the DNA Data Base (pursuant to the new *DNA Identification Act*).
- Providing timely conclusions from forensic examinations of DNA samples, suspected counterfeit banknotes, travel and other documents.

Partners:

Canadian police investigators, Crown prosecutors, federal departments and agencies, and provincial governments.

Inputs:

- \$26 million.
- 291 scientists, technologists and administrative personnel operating in six regional facilities across Canada.

Outputs:³⁰

- 10,200 requests for forensic examination, of which 23 per cent involved violent crime and 13 per cent counterfeit documents potentially associated with organized crime.
- 1,963 DNA cases were analyzed.
- The average turnaround time for DNA analysis is now at three months or less (it was 6 months in 1997).

Performance Indicators:

- The degree of nation-wide coverage for the RCMP's enhanced DNA analysis reporting service.
- The average turnaround time for con-

clusions from forensic examinations.

- Client satisfaction with the contribution of forensic examinations to the resolution of criminal investigations.

Outcomes:

- Laboratory information determined the type of criminal charges laid in 57 per cent of cases submitted for forensic analysis and changed the nature, scope or direction of police investigations in 34 per cent of cases, thereby contributing to more speedy justice.
- A link was established between the victim, the suspect and a crime scene in 32 per cent of cases, an outcome which contributed to shorter investigations and lower investigative costs.
- A suspect was implicated in 40 per cent of cases submitted; where this led to a guilty plea then cost savings of court time and prosecution preparation time were produced.
- A suspect was eliminated in 13 per cent of cases, thereby potentially avoiding convictions in error of innocent persons as well as contributing to a stronger sense of justice for Canadians.

Planned Improvements:

- Training continues for accrediting the program. With the initial accreditation audit completed for one laboratory, the application for accrediting a second laboratory will be submitted in 1999/2000.
- Backlogs and turnaround times are expected to be reduced and/or the volume of cases processed will increase. As well, resources will be reallocated internally to reduce the backlog.
- Client satisfaction information provided when evidence is returned to clients following analysis will continue to be compiled through the Quality of Service Questionnaire.

Swissair 111

At 10:30 pm on September 2, 1998, Swissair Flight 111 crashed into the Atlantic Ocean off Peggy's Cove, Nova Scotia. All 229 passengers and crew died in the impact which completely destroyed the plane.

In what turned out to be Canada's largest DNA operation, investigators quickly realized that their only chance of identifying the human remains would be through DNA typing. The day following the crash, a dedicated DNA typing task force swung into action and was the major contributing factor in the identification of the 229 victims.

Dr. Ron Fourney of the RCMP Forensic Laboratory in Ottawa who coordinated the DNA operation, stated that "our DNA typing was 97 per cent successful. There were only 33 samples out of 1,277 that failed to give a result and a match. That's remarkable considering the circumstances."

The dedication of those involved, coupled with recent technical advances, provided the results in record time. These results not only assisted the investigators but also provided closure for the grieving families.³¹

3.2 Enhanced Client Access to Criminal History, Fingerprint and Firearms Records

Problem:

Police personnel across Canada require accurate and timely police information to ensure efficient and effective law enforcement and other police services that contribute to safer homes and communities for Canadians.

Strategies:

Strategies of the RCMP's Canadian Police Information Centre (CPIC) include:

- Ensuring a rapid turnaround time for information requests.
- Ensuring the reliability, validity and quality of information provided.
- Enhancing the capacity of services to handle the growing demand for information services.

Partners:

Over 400 police agencies, federal and provincial departments and agencies through the 2,800 links of "NPS Net."

Inputs:

- \$25.3 million.
- 467 FTEs utilized.

Outputs:

- The criminal history of about 2.8 million individuals continued to be maintained.
- Over 17 million queries by police were made of the criminal history files.
- Over 600,000 criminal record updates were completed.
- About 260,000 searches were made of fingerprints by the National Fingerprint Repository in response to both criminal and civil inquiries
- About 28,600 crime scene fingerprints were checked against the national database, through the central site and 14 Automated Fingerprint Identification System (AFIS) sites across Canada, resulting in approximately 6,700 criminals being identified.

tified.

Performance Indicators:

- Increased satisfaction by users of CPIC databases and services.
- Data quality (timeliness, accuracy, completeness).

Outcomes:

- **More timely law enforcement and police investigations, thereby contributing to more efficient and effective policing services for Canadians.**
- **Suspects identified more quickly.**

Planned Improvements:

- Seeking approval of and funding for the renewal of CPIC.
- Adopting the National Institute Standards of Technology standards for the electronic international exchange of fingerprint information.
- Creating the office of a Chief Information Officer to co-ordinate, consolidate and manage the various means and technologies used in the gathering, storage and utilization of information.

Pieces Solve the Puzzle

On February 28, 1995 two shots were fired from a van on a Montreal street, hitting a man in a nearby car. The stolen van was soon recovered along with a hand drawn map of the location of the shooting. A single latent fingerprint on the map was developed and transmitted to the central AFIS site. Within the hour, the RCMP Montreal Identification Section was notified of the identity of the fingerprint.

The homicide was regarded as a professional hit and possibly gang related. When the subject was arrested, documents were found in his possession detailing his plans to murder again. However, once confronted with the evidence of the latent fingerprint identification, the subject agreed to become an informant. The hit-man was convicted of five counts of murder, 13 counts of conspiracy to commit murder and weapon offences. His testimony aided in the arrest and conviction of numerous gang members.

3.3 Effective and Timely Sharing of Criminal Intelligence

Problem:

The sharing of timely, accurate and reliable criminal intelligence on organized crime groups is critical for effective responses by Canadian law enforcement agencies in combatting the major crime threats to Canadian society, especially organized crime.

Strategy:

The cornerstone of the Criminal Intelligence Service Canada (CISC) strategy is:

- Gathering and sharing high quality criminal intelligence through strong partnerships with Canadian and international law enforcement agencies.

Partners:

- Over 370 partner agencies.

Inputs:

- Nearly \$1 million.
- 13 FTEs, plus nine secondments.

Outputs:

- Strengthened current partnerships and built new ones.
- Shared criminal intelligence about National Priorities (Asian-based, Aboriginal-based, Eastern European-based and traditional organized crime) with partners.
- Addressed emerging issues, (organized sexual victimization of children; organized crime in marine ports).
- Monitored and reported on the use in Quebec, Ontario and Alberta of the new anti-gang legislation.
- Continued to implement the Automated Criminal Intelligence Information System (ACIIS II) across Canada to provide access to more than 100,000 files on organized crime.
- Hosted an Annual Organized Crime Workshop to national acclaim.
- Hosted meetings, workshops and training sessions in support of the ongoing National Strategy on Outlaw Motorcycle Gangs.

- In partnership with the RCMP Criminal Intelligence Directorate, jointly produced the *Annual Report on Organized Crime in Canada*.³²

Performance Indicators:

- Satisfaction level expressed by key partners with the quality of criminal intelligence shared.
- Feedback from workshop participants.
- Level and quality of information provided by partners (e.g., via the toll-free line).

Outcomes:

- **Our partners overwhelmingly expressed their satisfaction with CISC outputs. However, because criminal intelligence contributes to the success of law enforcement investigations conducted by our partners, it is difficult to estimate the precise contribution of CISC activities to broader outcomes.**
- **Strong support is given by Canada's police community for CISC's national leadership role in intelligence on organized crime and in coordinating the establishment of national law enforcement priorities for organized crime.**

Planned Improvements:

- Forging partnerships with private industry to develop new technological capacities.
- Exploring options with both traditional and non-traditional partners to improve the quality of intelligence reports.
- Forging new international partnerships in response to the growing globalization of organized crime, particularly regarding the National Strategy to Combat Outlaw Motorcycle Gangs and the National Strategy Against the Sexual Exploitation of Children.
- Redeploying existing resources and acquire additional expertise to provide information and intelligence on the national priorities and emerging issues regarding organized crime.

3.4 Advanced Training, Research and Information Services

Problem:

To help the Canadian police community protect Canadians from crime and disorder through effective and efficient policing, they need specialized operational, administrative and management training delivered at a national level.

Strategies:

Strategies of the Canadian Police College (CPC) include:

- Focussing on highly specialized training, research and information services that can be provided most economically at the national level.
- Responding to the needs of police executives facing unprecedented social and organizational changes.
- Collaborating closely with other police training academies and other sources of police learning.
- Developing training standards for Canadian police.

Partners:

Police training academies, major police services, community colleges, chiefs of police associations.

Inputs:

- \$6.5 million.
- 65 FTEs plus three paid secondments.
- Numerous hours of free services provided by our partners.

Outputs:

- 117 sessions of 35 different courses delivered, including three courses taught entirely by distance education techniques.
- 2,709 police personnel (five per cent of Canada's 54,699 police officers) received 26,599 days of training (down by 8.8 per cent over 1997/98, owing mainly to police budget pressures).
- Introduced new investigative techniques, including high technology, through new, cutting-edge courses.

- Created a new leadership development course, held a major leadership conference and published a bi-monthly police leadership bulletin.

- Produced economies of scale in the delivery of highly specialized training and information services.
- 5,326 loans were made by the CPC Library to Canadian police (averaging one loan per 10 police officers across Canada).
- \$3.5 million in cost-recovery revenues were generated.

Performance Indicators:

- Trends in the use of CPC services.
- Trends in client satisfaction with CPC services.
- Expressions of support from the CPC Advisory Committee and the police community.
- Private sector and not-for-profit agencies seeking partnerships and product endorsements.

Outcomes:

- **Contributed to an increased awareness of police leadership issues.**
- **Made police learning more accessible through distance learning technologies.**
- **Nearly all (99.3 per cent) of the users were very satisfied or satisfied with CPC Library services.**
- **Broader outcomes include an increase in the overall level of knowledge and effectiveness of Canadian police officers.**

Planned Improvements:³³

- Providing improved access to CPC Library and other services via the Internet.
- Developing further the CPC's Executive Development Program.
- Forming a partnership and strategy to rationalize the delivery of police training nationally.
- Improving our distance education capability.

4. Peacekeeping Services

RCMP Objective:

Safe homes and safe communities.

Strategic Priority:

To provide Canadians with civilian police for peacekeeping missions.



On behalf of the Canadian Government, the RCMP manages the participation of Canadian police personnel in civilian police peacekeeping missions and other international peace support operations.

Decisions to deploy Canadian civilian police peacekeepers to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping under the Canadian Police Agreement (DFAIT, CIDA, SGC), pursuant to the Government's foreign policy on peacekeeping which routinely falls under a UN mandate.

The Government's peacekeeping policy is managed by DFAIT, the funding is managed by CIDA and the missions are managed by the RCMP under formal agreements with DFAIT and CIDA.

We deliver Canadian civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of peacekeeping and other international police missions.

However, the success of Canadian participation in civilian police peacekeeping missions is shaped by external factors over which the RCMP has no control. Factors include the nature and scope of 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.

Consequently clear results -- such as lasting peace -- may not be achievable as an outcome of a peacekeeping mission.

Business Line Resource Inputs, 1998/99

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part III)	\$ 600,000
<i>Total Authorities</i>	\$ 600,000
Actual Spending (funded by RCMP)	\$ 500,000

Human Resources

(actual FTEs utilized): 7

NOTE: The 7 FTEs and costs noted above relate to International Training. A total of 65 "aggregate" FTEs consisting of 101 RCMP members each served on peacekeeping missions for all or part of 1998/99, with others replacing them on a rotational basis. There were also 20 RCMP personnel managing the program. The total cost of the program was \$11.8 million which was covered by CIDA (as well as the RCMP costs of \$500,000 identified above which include the employer's contribution to Member benefits, at 20 per cent of salary costs). See the 1998/99 CIDA *Performance Report to Parliament*.

4.1 Timely and Cost-Effective Provision of Civilian Police Personnel for Peacekeeping Missions

Problem:

Internal conflict in overseas countries, for which the international community has invited Canadian participation in civilian police peacekeeping and other international peace support operations, requires the timely and cost-effective selection, training delivery and management of Canadian police personnel with the necessary knowledge, skills, abilities and language profiles.

Strategies:

- Anticipating possible peacekeeping missions.
- Ensuring a readily available pool of suitable personnel.
- Providing appropriate training prior to deployment.
- Ensuring adequate resourcing for the effective and efficient management of the program.

Partners:

SGC, DFAIT, CIDA, DND, UN, the Organization for Security and Cooperation in Europe (OSCE), participating Canadian police agencies.

Inputs:

- \$11.8 million, through funding agreements with CIDA.
- 85 FTEs.

Outputs:

- Canadian civilian police personnel successfully deployed on time and within budget on eight peacekeeping missions without incident (see box).

Performance Indicators:

- Appropriate Canadian police personnel deployed in accordance with Canada's commitment to each mission's mandate.

- Satisfaction with RCMP management of Canadian civilian police peacekeeping program, as expressed by the international authority responsible for each mission and by key Canadian partners in peacekeeping.

Outcomes:

- Successfully fulfilled Canada's international commitments for peacekeeping missions, thereby enhancing Canada's international reputation.
- Police service partners benefitted from increased knowledge, skills and abilities as a result of being deployed on peacekeeping duties.

Planned Improvements:

- Continuously improving training, such as problem solving and conflict resolution.
- Conducting ongoing evaluations of the program to ensure continuous improvement in program service quality.

Success in Advancing Skills of Local Police

Bosnia and Herzegovina: the RCMP had an impact through the direct coaching and mentoring of the Federal and Canton Joint Investigation Task Force into organized crime members.

The large-scale investigation that followed will lead to the prosecution of high level organized crime figures.

Canadian Civilian Police Peacekeeping Missions

Haiti UN Police Mission: 24 Canadians provided assistance in supervision, specialized training and monitoring the performance of the Haitian National Police.

Haiti Bilateral Agreement: 26 Canadians acted as Technical Advisors to the Haitian National Police and the Government of Haiti to rebuild the Haitian Justice system.

Bosnia: 30 Canadians served as either International Police Task Force Monitors or as Human Rights Investigators.

Guatemala: five Canadians served as monitors under the UN Verification Mission in Guatemala.

Western Sahara: Canada provided eight police officers and the Civilian Police Commissioner for the UN Mission for the Referendum.

Croatia: one Canadian served as the senior police advisor for the Organization for Security and Cooperation in Europe.

The Hague: two crime analysts assisted the International Criminal Tribunal for the Former Yugoslavia.

Albania: five members worked for the Kosovo Verification Mission of the Organization for Security and Cooperation in Europe to assist the UN High Commission for Refugees.

4.2 Enhancement of Canada's International Reputation

Problem:

The high profile nature of peacekeeping missions means that Canada's participation is under close media and international scrutiny.

Strategy:

○ Selecting and deploying RCMP senior officers and other personnel to ensure they are of the highest calibre in terms of experience, expertise and leadership qualities.

Partners:

SGC, DFAIT, CIDA, DND, UN, the Organization for Security and Cooperation in Europe (OSCE), participating Canadian police agencies, RCMP senior management.

Inputs:

○ As for the previous commitment.

Outputs:

○ Timely delivery of Canadian police leaders and personnel with the knowledge, skills, abilities and language profile necessary to meet the needs of international peacekeeping and other peace support operations consistent with client demands, under the terms of the administrative agreements with DFAIT and CIDA, pursuant to the Government of Canada's foreign policy objectives.

Performance Indicators:

○ RCMP continued participation in UN civilian police peacekeeping and other international missions.
○ RCMP leadership of UN civilian police peacekeeping and other international missions.

Outcomes:

○ **The successful participation by the RCMP in UN and other international**

peacekeeping and related missions contributes to the quality of life of civilians in countries experiencing internal conflict

○ **Successful participation of RCMP personnel in UN and other international missions resulted in an increased demand for Canadian leadership in missions, thereby indicating support for the international reputation of Canada.**

Planned Improvements:

○ Ensuring the emerging leadership cadre is strengthened through continuous learning and development opportunities.
○ Taking a proactive approach to identifying and training Canadian police managers to fill future leadership roles on international peacekeeping and other peace support operations.

Canadians in Leadership Roles

Owing to their outstanding performance, Canadians are increasingly being asked to serve in an international leadership capacity in UN peacekeeping missions.

During 1998/99 Canadians served in a variety of leadership roles, including: Deputy Commissioner, UN Haiti; Chief of Operations, Regional Commander and Training Administrator for the UN Mission in Bosnia.³⁴

Section IV: Consolidated Reporting

Year 2000 Readiness

The RCMP regards Year 2000 readiness as a high priority and has dedicated considerable resources to ensure our successful transition at the new millennium.

As of 30 June, 1999, Treasury Board Secretariat rated RCMP readiness as being 99 per cent complete with 100 per cent of all Government Wide Mission Critical systems converted and implemented prior to this date.

Embedded systems (i.e., electronic devices containing a computer chip, other than computers, e.g., breathalyzers) were rated at 98 per cent ready, taking into account that PWGSC had not completed their evaluation of all Real Property assets across the country and that readiness of radio systems at five detachments was not completed. Both of these embedded systems are expected to be finalized in time.

All Department Wide Mission Critical systems were fully compliant in March of 1999.

Further information on the TBS reporting of RCMP status can be obtained from their Internet site: www.info2000.gc.ca.

In April and December, 1998 and May, 1999 the RCMP publicly reported to the House of Commons Standing Committee on Industry: Year 2000 Preparedness, which provided Canadians with a current status report on Year 2000 readiness.

The RCMP National Project Office has had three independent assessments of the work performed and methods used which generated only minor recommendations that were subsequently implemented. The RCMP Commissioner and RCMP Senior Executive Committee are briefed on a monthly basis on all activities underway and on their progress towards completing Year 2000 readiness.

We are confident that we will be able to respond to any challenges posed by the Year 2000 problem. A detailed Contingency Planning process identified all critical business functions, for which plans will ensure the RCMP can continue to provide the highest level of policing services possible.

The RCMP is recognized as a leader in the international arena for its efforts on Year 2000, including authoring a Business Continuity Planning Framework document which has been shared with many police forces across Canada, the United States and around the globe. It is posted on the Year 2000 web page of the RCMP Internet site at: www.rcmp.grc.gc.ca.

To assist other police forces, we have conducted roughly 40 presentations across Canada and the US, one of which was delivered by teleconferencing to law enforcement agencies across the US. The focus of the presentations was on issues surrounding Year 2000 and the need for contingency planning, as well as providing helpful hints on how to verify that essential emergency services can be sustained.

As an emergency services provider the RCMP normally relies on the national infrastructure being in place: power, telecommunications, water, oil and gas. Utility companies, for example will not guarantee that all their services will operate. It is to this challenge that the contingency planning process has been focused, by developing plans to accommodate infrastructure failures. The RCMP plans to be ready for Year 2000.³⁵

Sustainable Development

Current Status: In December, 1997 the RCMP Sustainable Development Strategy (SDS) was tabled in the House, along with 27 other federal departments. In 1997/98 a status report was included in the RCMP *Performance Report to Parliament*.

Key Goals/Objectives/Long-Term Targets: Goals and objectives for each of the RCMP priority areas found in the SDS will be reviewed and/or revised as the RCMP Environmental Management System (EMS) evolves. Time-bound, measurable targets will be set for each priority area as specific action plans are developed. The EMS will ensure that all environmental policy and legislative requirements are being met, incorporating these requirements into the goals, objectives and targets of the SDS.

Performance Indicators or Performance Measurement Strategy: Performance indicators will be confirmed as time-bound, measurable targets are determined. The

RCMP proposes to adopt the performance indicators that were developed by the Performance Measurement for Sustainable Government Operations (PMSGO) working group where applicable to specific targets set. The RCMP has been an active member of PMSGO working towards common performance indicators for federal operations.

Targets for the Reporting Period: Time-bound, measurable targets will be set for each priority area in the SDS as specific action plans are developed.

Progress to Date and any Corrective Action: Implementation of environmental initiatives relating to the priority areas outlined in the SDS has been affected by regional re-organization. The formulation of an action plan and framework development of a national Environmental Management System will support and facilitate the attainment of the SDS goals.³⁶

Material Management

During 1998/99, the RCMP undertook a comprehensive national inventory verification exercise, as one of the key steps toward ensuring a smooth transition to overall Financial Information System (FIS) compliance in areas such as the introduction of accrual accounting and asset capitalization practices.

While RCMP asset and inventory management policies clearly call for the on-going periodic verification of physical holdings of moveable goods, the initiation of the broad national inventory verification exercise was done in order to begin gathering the type of data necessary to begin implementing full life-cycle costing practices across a broader range of asset categories.

Within key asset categories such as motor vehicles, vessels, clothing/uniforms and police equipment (to name only a few), the RCMP has long tracked the life-cycle costs in order to assist in the decision-making process aimed at optimizing the utilization of resources and to gain a better understanding of the true costs associated with the delivery of certain programs. The introduction of accrual accounting and asset capitalization practices on April 1, 2001, together with the completed implementation of the RCMP Total Expenditure and Asset

Management (TEAM) System, will greatly assist in this regard.

In the interim period, however, steps have been taken to begin the collection and analysis of detailed operational costing data across a variety of asset categories. For instance, through a partnership with two commercial vehicle management companies, the RCMP now receives consolidated and detailed asset utilization, maintenance and repair data relating to its sizeable motor vehicle fleet. The consolidation of these data on a national level now makes it possible to make improved resource management decisions regarding the allocation, maintenance, repair and replacement of motor vehicles within the RCMP fleet.

A substantial amount of work remains to be done in providing the new TEAM system with accurate and meaningful data relating to the utilization and life-cycle costs associated with these assets. Not unlike most other federal organizations, the primary setbacks encountered to-date in working toward these objectives have focused on the timelines and resource commitments necessary to implement the new and highly integrated information systems which are needed in order to fully implement life-cycle costing practices.

Section V: Financial Performance

Overview

This section contains the summary reports which outline the financial performance of the RCMP for the fiscal year 1998/99.

Following the 1997/98 over-expenditure, the RCMP took corrective action within the overall context of improved comptrollership in order to avoid a repetition in 1998/99. These measures included temporarily freezing all discretionary spending and suspending new Cadet training.

In 1998/99, the freeze on salary increases ended and RCMP members and Public Service employees received economic increases. While almost 25 per cent of the increases for Regular Members was funded internally, additional funding received from Treasury Board to cover the bulk of the increases accounts for almost one half of the variance between planned expenditures and total authorities. Other significant funding received in 1998/99 included financial

assistance to enable the RCMP to continue to meet its contract policing obligations and funding for Y2K compliance projects.

There are no significant variances in total spending or by allotment between total authorities and actual expenditures.

A comprehensive Resource Review of the RCMP is currently underway which is examining the available financial, human and technological resources to determine whether the RCMP, given its mandate, has the resources to meet its current obligations and priorities.

By reviewing activities and results of the past five years and projecting for the next three to five years, the review will also indicate if there are opportunities for the RCMP to use its resources more effectively, if there are possible areas for restructuring or re-engineering and if the RCMP requires additional resources.

Financial Tables and Notes

The following tables are included (tables not noted do not apply to the RCMP and are therefore omitted):

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending by Business Line
3. Historical Comparison of Total Planned spending to Actual Spending
6. Respendable Revenues
7. Non-Respendable Revenues
9. Transfer Payments
10. Capital Spending by Business Line
11. Capital Projects by Business Line
13. Loans, Investments and Advances
15. Contingent Liabilities

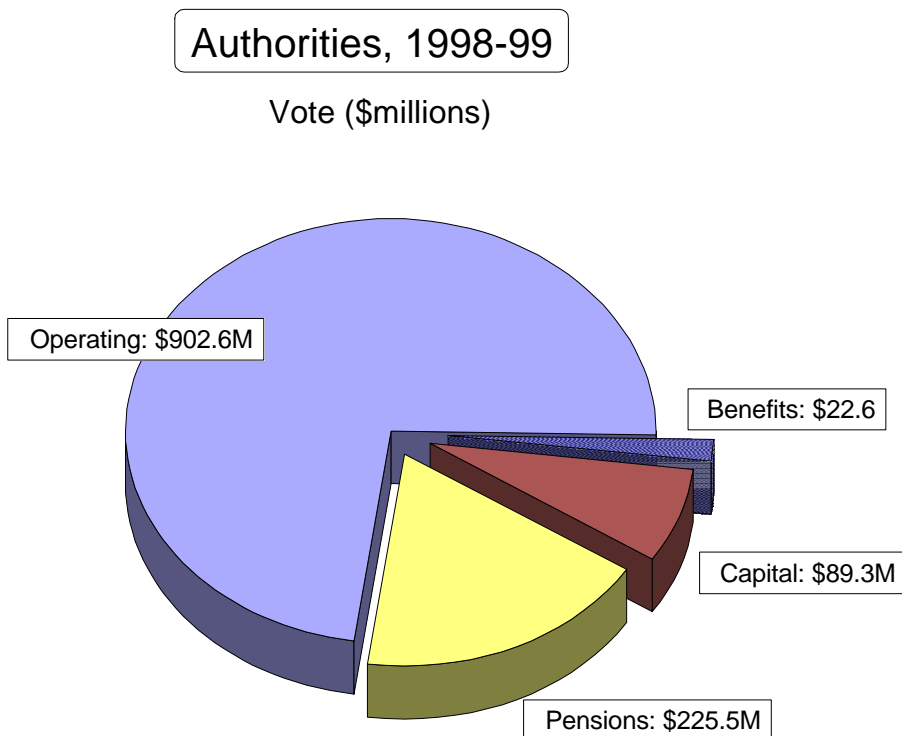
When reading these Financial Tables and the "Resource Inputs" boxes found earlier in this report, please note that -

- "Planning Spending" represents the original appropriations as tabled in the 1998/99 Estimates Part III;
- "Total Authorities" represents Planned Spending plus new authorities such as Supplementary Estimates and releases from Treasury Board Vote 5, for severance, maternity, etc;
- "Actual Spending" represents the actual dollars spent against the particular authority and is disclosed in the 1998/99 Public Accounts documents;
- Due to rounding, figures may not add up to the totals shown.

Financial Table 1: Summary of Voted Appropriations

A. Authorities for 1998-99 - Part II of the Estimates			
Financial Requirements by Authority (millions of dollars)			
Vote:	1998-99 Total Planned	1998-99 Total Authorities	1998-99 Actual
Royal Canadian Mounted Police			
35 Operating expenditures	789.9	902.6	891.2
40 Capital expenditures	110.5	89.3	89.2
(S) Pensions and other employee benefits - Members	229.1	225.5	225.5
(S) Contribution to employee benefit plans	21.6	22.6	22.6
Total Department	1,151.1	1,240.0	1,228.5

Notes: Total authorities are main estimates plus supplementary estimates plus other authorities. There was also \$4 million dollars available from proceeds of disposal of surplus Crown assets, of which \$1.4 million was spent. The balance will be made available for use in 1999/2000. Salaries comprise 71.23% of gross Vote 35 Operating Expenditures; Other O&M is the remaining 28.76%.



Financial Table 2: Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (millions of dollars)

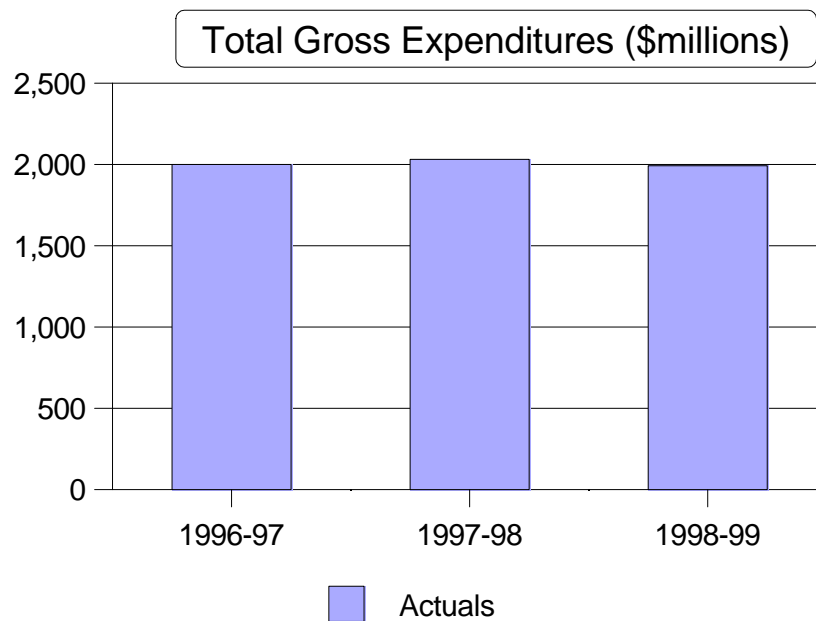
Business Lines:	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures	
Federal Policing Services	(Planned)	4,988	469.0	19.7	9.2	497.9	0.0	497.9	0.0	497.9
	(Authorized)	5,093	487.7	18.3	9.2	515.3	0.0	515.3	0.0	515.3
	(Actual)	5,077	505.8	18.3	9.2	533.4	0.0	533.4	0.0	533.4
Contract Policing Services	(Planned)	11,057	930.0	57.5	23.3	1,011.7	0.0	1,011.7	726.6	285.1
	(Authorized)	11,240	984.3	52.8	23.4	1,060.5	0.0	1,060.5	756.4	304.1
	(Actual)	11,220	984.3	52.8	23.3	1,060.3	0.0	1,060.3	756.4	303.9
National Police Services	(Planned)	1,693	158.5	26.5	4.0	189.0	0.0	189.0	3.5	185.5
	(Authorized)	1,629	198.0	14.2	4.0	216.2	0.0	216.2	4.0	212.2
	(Actual)	1,643	172.6	14.2	3.9	190.7	0.0	190.7	4.0	186.7
Internal Services	(Planned)	1,815	171.6	6.8	4.0	182.4	0.0	182.4	0.0	182.4
	(Authorized)	2,425	195.2	4.0	4.0	203.2	0.0	203.2	0.0	203.2
	(Actual)	2,362	197.3	3.9	4.0	205.2	0.0	205.2	0.0	205.2
Peacekeeping	(Planned)	8	0.6	0.0	0.0	0.6	0.0	0.6	0.0	0.6
	(Authorized)	0	0.6	0.0	0.0	0.6	0.0	0.6	0.0	0.6
	(Actual)	0	0.5	0.0	0.0	0.5	0.0	0.5	0.0	0.5
TOTAL	(Planned)	19,561	1,730.6	110.5	40.5	1,881.6	0.0	1,881.6	730.1	1,151.5
	(Authorized)	20,387	1,865.8	89.3	40.7	1,995.7	0.0	1,995.7	760.4	1,235.3
	(Actual)	20,302	1,860.5	89.2	40.5	1,990.3	0.0	1,990.3	760.4	1,229.9
Other Revenues and Expenditures: *Non-Respendable Revenues									(Planned)	18.0
									(Authorized)	18.0
									(Actual)	15.4
Cost of services by other Departments									(Planned)	79.9
									(Authorized)	79.9
									(Actual)	79.9
NET COST OF THE PROGRAM									(Planned)	1,213.4
									(Authorized)	1,297.2
									(Actual)	1,294.4

Note: * These Revenues were formerly called "Revenues Credited to the Consolidated Revenue Fund (CRF)."

Financial Table 3: Historical Comparison of Total Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (millions of dollars)

Business Lines:	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Federal Policing Services	584.7	578.5	497.9	515.3	533.4
Contract Policing Services	1,006.1	1,026.0	1,011.7	1,065.5	1,060.3
National Police Services	186.3	194.3	189.0	219.9	190.7
Internal Services	221.2	229.0	182.4	203.2	205.2
Peacekeeping	0.9	1.0	0.6	0.6	0.5
Total Gross Expenditures	1,999.2	2,028.8	1,881.6	2,004.5	1,990.3

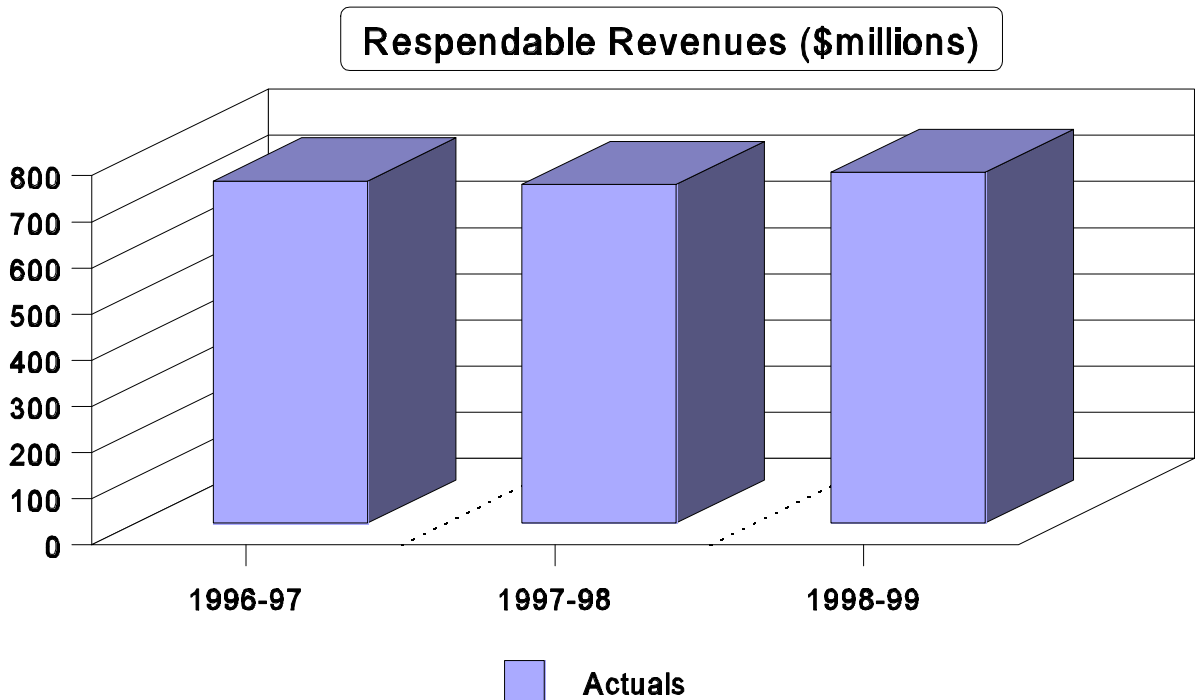


Financial Table 6: Respendable Revenues

*Respendable Revenues by Business Line (millions of dollars)

Business Lines:	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Federal Policing Services	0	0	0	0	0
Contract Policing Services	738.3	731.1	726.6	756.4	756.4
National Police Services	2.8	2.9	3.5	4.0	4.0
Internal Services	0	0	0	0	0
Peacekeeping	0	0	0	0	0
Total Respendable Revenues	741.1	734.0	730.1	760.4	760.4

Note: * These revenues were formerly called "Revenues Credited to the Vote."



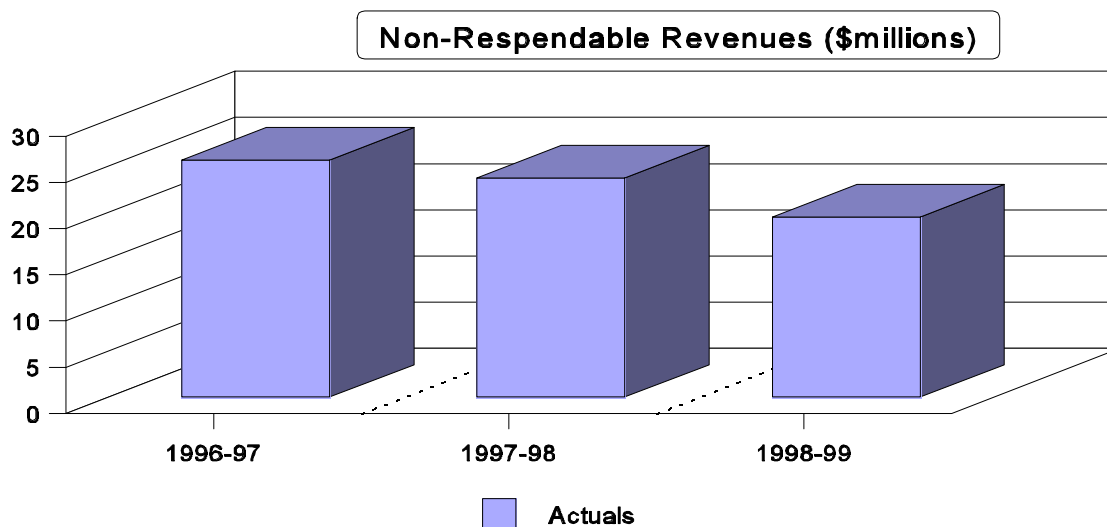
Financial Table 7: Non-Respendable Revenues

*Non-Respendable Revenues by Business Line (millions of dollars)

Business Lines:	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Federal Policing Services	0	0	0	0	0
Contract Policing Services	2.8	1.2	1.2	1.2	0.9
National Police Services	1.2	2.8	2.4	2.4	2
Internal Services	16.3	14.8	14.4	14.4	12.5
Peacekeeping	0	0	0	0	0
Subtotal	20.3	18.8	18	18	15.4
**Unplanned	5.4	4.9	0	4.1	4.1
Total Non-Respendable Revenues	25.7	23.7	18	22.1	19.5

Notes: * These revenues were formerly called "Revenues Credited to the Consolidated Revenue Fund (CRF)."

** Unplanned revenue represents credits from disposal of surplus Crown assets.



Financial Table 9: Transfer Payments

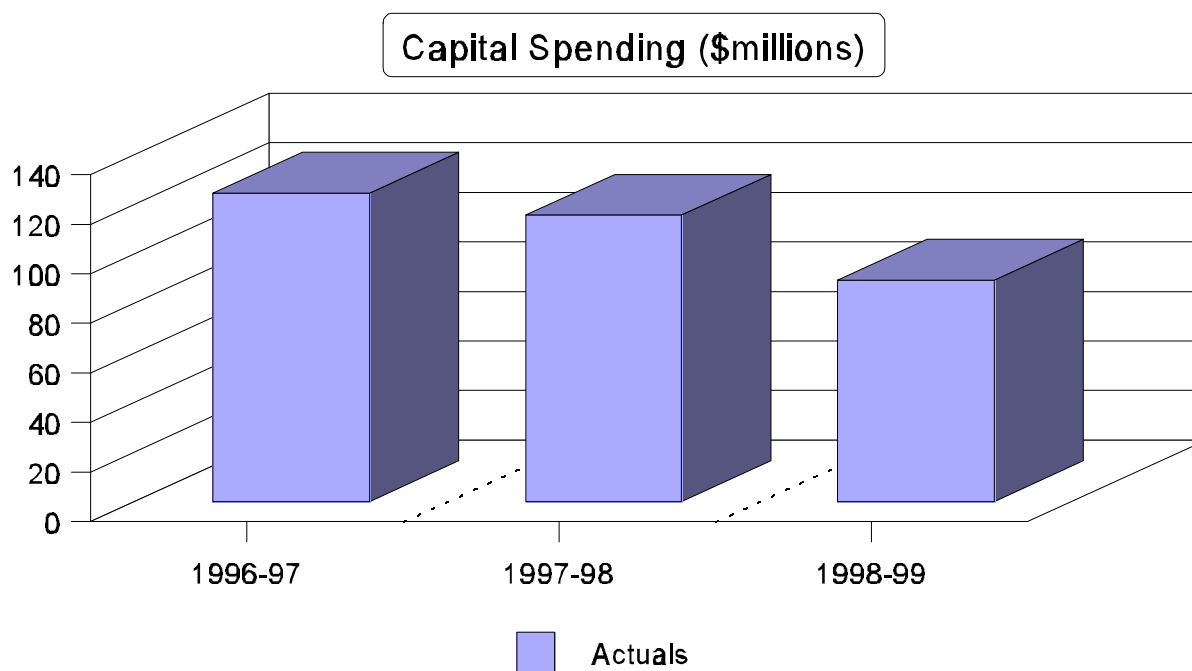
(millions of dollars)

	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
GRANTS					
Royal Canadian Mounted Police Veterans Assoc.	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	0.7	0.9	1.0	1.0	0.9
Statutory					
Pensions and other Employee Benefits	26.5	32.6	30.0	26.5	26.5
Pensions under the RCMP Continuation Act	10.6	12.2	9.0	12.7	12.7
To compensate members of the RCMP for injuries received in the performance of their duties	0.1	0.1	0.1	0.1	0.1
Pensions to families of members of the RCMP who have lost their lives while on duty					
Total Grants	37.9	45.8	40.1	39.3	39.3
CONTRIBUTIONS					
Contributions to non-RCMP candidates attending Canadian Police College courses	0.3	0.4	0.4	0.4	0.3
Total Contributions	0.3	0.4	0.4	0.4	0.3
TOTAL TRANSFER PAYMENTS	38.2	46.1	40.5	40.7	40.5

Financial Table 10: Capital Spending

Capital Spending by Business Line (millions of dollars)

Business Lines:	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Federal Policing Services	26.4	19.1	19.7	18.3	18.3
Contract Policing Services	71.7	67.7	57.5	52.8	52.8
National Police Services	18.5	19.2	26.5	14.2	14.2
Internal Services	7.8	9.4	6.8	4.0	3.9
Peacekeeping	0	0	0	0	0
TOTAL CAPITAL SPENDING	124.4	115.4	110.5	89.3	89.2



Financial Table 11: Capital Projects

Capital Projects by Business Line (millions of dollars)

Business Lines:	Current Estimated Total Cost	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998- 99
Federal Policing Services						
Ontario: "A" Division RMOCCS	5.2	0.0	0.0	2.2	0.0	0.0
National: CIIDS Development	1.7	1.4	1.7	0.0	0.0	0.0
National: CIIDS Implementation	5.5	1.4	2.1	3.3	2.0	2.0
National: Mobile Workstation/SPURS	2.1	1.6	2.1	0.0	0.0	0.0
National: NPSNet	35.2	15.2	8.1	7.6	9.7	7.5
Contract Policing Services						
Saskatoon, SK: District HQ Building	7.3	0.0	0.0	0.7	0.7	0.0
Dauphin, MB: Sub-Division Building	5.5	3.2	0.0	0.6	0.6	0.6
Prince George, BC: District HQ Building	7.1	0.0	0.5	0.5	0.5	0.0
BC - Modernization IBCCS	2.5	0.0	0.4	0.5	0.5	0.5
NB & NS: Voice Privacy System	1.6	0.1	0.0	0.0	0.0	0.0
National Police Services						
Ottawa, ON: Forensic Lab Addition	21.5	0.4	1.9	11.0	11.7	11.7
Ottawa, ON: Workstation Replacement	4.9	0.2	1.0	1.0	0.0	0.0
Ottawa, ON: Disk Storage Replacement	3.3	0.0	0.2	0.7	0.0	0.0
Ottawa, ON: Mainframe Replacement/ Upgrade	10.0	0.0	3.2	0.0	0.0	0.0
National: Telecom Equipment Replacement/ Upgrades	39.6	7.3	7.0	6.6	6.0	3.6
National: Criminal History Automation (Now completed)	13.1	2.7	5.4	0.0	0.0	0.0
Internal Services						
Edmonton, AB: Division HQ Building	42.6	17.3	17.3	3.6	3.7	3.7
Yellowknife, NT: Division HQ Building (Now completed)	9.1	4.6	3.7	0.2	0.2	0.2
Whitehorse, YT: Division HQ Building	6.0	0.0	0.3	0.5	0.5	0.0
Ottawa, ON: HQ Renovations	39.7	0.3	0.7	0.8	0.8	0.2
Regina, SK: Centralized Training Facility	6.1	0.4	5.5	0.0	0.1	0.1
Halifax, NS: Division HQ Building	23.8	0.0	0.2	1.3	1.3	0.2
Chilliwac, BC: Pacific Region Support Services Centre	14.5	0.0	0.0	0.4	0.4	0.1
Peacekeeping	0	0	0	0	0	0

Financial Table 13: Loans, Investments and Advances

Loans, Investments and Advances by Business Line (millions of dollars)

Business Lines:	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Loans					
Federal Policing Services	3	5.7	-6.04	-6.04	-6.04
Contract Policing Services	5.3	2.6	-3.25	5.47	5.47
National Police Services	0.7	0.4	19.57	19.57	19.57
Internal Services	1	0.5	-0.61	-0.61	-0.61
Peacekeeping	0	0	0	0	0
TOTAL LOANS	10	9.2	9.67	18.39	18.39

Note: Repayments in 1998/99 are for the loan for IPOC of \$4.2 million from 1997/98 and the first payment of \$6.134 million for the construction of a division headquarters building in Alberta. New loans in 1998/99 are \$20 million for Y2K compliancy of mission critical systems and \$8.715 million related to the reported over expenditure in 1997/98.

Financial Table 15: Contingent Liabilities

Contingent Liabilities (millions of dollars)

List of Contingent Liabilities:	March 31 1997	March 31 1998	Current as of March 31, 1999
Claims and Pending and Threatened Litigation:			
Damage to Property	0.6	0.2	0.3
Damage to Property and Physical Injury	3.0	0.5	0.8
Damage to Property, Loss of Income, Physical Injury	0.0	0.0	0.0
Loss of Income	5.8	5.6	37.6
Loss of Income, Physical Injury, Defamation of Character	0.4	0.0	0.0
Loss of Income/Companionship & Emotional Stress/Family Home	2.6	2.6	2.6
Physical and/or Mental Injury	2.8	2.1	3.3
Defamation of Character	2.5	2.7	5.5
Assets in Custody	0.1	0.0	0.0
Breach of Contract	0.3	0.8	7.6
False Arrest/Seizure and/or Malicious Prosecution	16.3	8.1	22.4
False Arrest, Excessive Force & Harassment	0.4	0.3	0.9
Wrongful Arrest & Imprisonment, Loss of Income, General & Property Damage	13.7	4.0	1.8
Seizure under Customs Act	0.1	0.0	0.0
Wrongful Assessment by Supervisor/Wrongful Dismissal	1.6	0.1	3.4
Breach of Charter of Rights	51.2	0.0	0.4
Pursuant to Civil Actions	0.1	0.1	0.0
Damages	39.4	34.2	35.6
Negligence	5.7	6.0	8.6
Breach of Solicitor General Responsibility	0.7	0.0	0.0
Motor Vehicle Accidents	0.5	0.0	2.0
Excessive Force	0.9	0.1	0.2
TOTAL	146	67.4	133.3

Aeronautics Act	RSC., 1985. c.A-3, as amended
Animal Pedigree Act	RSC., 1985. c.A-11.2
Bankruptcy and Insolvency Act	RSC., 1985. c.B-3, as amended
Canada Elections Act	RSC., 1985. c.E-2, as amended
Canada Grain Act	RSC., 1985. c.G-10, as amended
Canada Pension Plan Act	RSC., 1985. c.5, as amended
Canada Shipping Act (Collision Regulations)	RSC., 1985. c.S-9, as amended
Canada Student Loans Act	RSC., 1985. c.S-23, as amended
Canada Transportation Act	RSC., 1985. c.T-17, as amended
Canada Wheat Board Act	RSC., 1985. c.C-24, as amended
Canada Wildlife Act	RSC., 1985. c.W-9
Canadian Environmental Protection Act	RSC., 1985. c.C-15.3, as amended
Canadian Human Rights Act (Sec. 59)	RSC., 1985. c.H-6, as amended
Canadian Security Intelligence Service Act	RSC., 1985. c.C-23, as amended
Citizenship Act	RSC., 1985. c.C-29, as amended
Coastal Fisheries Protection Act	RSC., 1985. c.C-33, as amended
Competition Act	RSC., 1985. c.C-34, as amended
Controlled Drugs and Substances Act	SC., 1996. c. C-8
Copyright Act	RSC., 1985. c.C-42, as amended
Criminal Code	RSC., 1985. c.C-46, as amended
Criminal Records Act	RSC., 1985. c.C-47, as amended
Cultural Property Export & Import Act	RSC., 1985. c.C-51, as amended
Customs Act	RSC., 1985. c.C-52.6, as amended
Excise Act	RSC., 1985. c.E-14, as amended
Excise Tax Act	RSC., 1985. c.E-15, as amended
Explosives Act	RSC., 1985. c.E-17, as amended
Export & Import Permits Act	RSC., 1985. c.E-19, as amended
Family Orders and Agreements Enforcement Assistance Act	SC., 1997. c.F-1.4
Farm Improvement Loans Act	RSC., 1985. c.F-3, as amended
Fisheries Act	RSC., 1985. c.F-14, as amended
Foreign Enlistment Act	RSC., 1985. c.F-28, as amended
Game Export Act	RSC., 1985. c.G-1
Government Property Traffic Act	RSC., 1985. c.G-6, as amended
Health of Animals Act	SC., 1990. c.H-3.3, as amended
Identification of Criminals Act	RSC., 1985. c.I-1, as amended
Immigration Act	RSC., 1985. c.I-2, as amended
Income Tax Act	RSC., 1985. c.C-72, as amended
Migratory Birds Convention Act	RSC., 1985. c.M-7, as amended
National Energy Board Act	RSC., 1985. c.N-7, as amended
National Parks Act	RSC., 1985. c.N-14, as amended
National Trademarks and True Labelling Act	RSC., 1985. c.N-18, as amended
National Transportation Act	RSC., 1985. c.N-20, as amended
Official Secrets Act	RSC., 1985. c.O-5, as amended
Old Age Security Act	RSC., 1985. c.O-9, as amended
Pension Act	RSC., 1985. c.P-6, as amended
Quarantine Act	RSC., 1985. c.Q-1, as amended
Radiocommunication Act	RSC., 1985. c.R-2, as amended
Railways Act	RSC., 1985. c.R-3, as amended
Security Offences Act	RSC., 1985. c.S-7, as amended
Small Business Loan Act	RSC., 1985. c.S-11, as amended
Tax Rebate Discounting Act	RSC., 1985. c.T-3, as amended
Trade Marks Act	RSC., 1985. c.T-13, as amended
Transportation of Dangerous Goods Act	RSC., 1985. c.T-19, as amended
Unemployment Insurance Act	RSC., 1985. c.U-1, as amended
Weights and Measures Act	RSC., 1985. c.W-6, as amended
Witness Program Protection Act	SC., 1996. c.C-13
Young Offenders Act	RSC., 1985. c.Y-1, as amended

Formal Agreements with Federal Government Departments, Agencies and Crown Corporations: The RCMP has signed over 1,100 Memoranda of Understanding with Federal government departments, agencies and Crown Corporations.

These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians. The list below includes some of the partners with whom the RCMP has signed formal agreements:

Agriculture & Agri-Food Canada	Immigration and Refugee Board
Atlantic Canada Opportunities Agency	Indian & Northern Affairs Canada
Atomic Energy Control Board	Industry Canada
Auditor General of Canada	Justice Canada
Bank of Canada	National Archives of Canada
Canada Communications Group	National Capital Commission
Canada Mortgage and Housing Corporation	National Defence
Canada Ports Corporation	National Energy Board
Canada Post Corporation	National Film Board of Canada
Canadian Coast Guard	National Gallery of Canada
Canadian Heritage (Parks Canada)	National Museum of Science and Technology
Canadian Human Rights Commission	National Parole Board
Canadian International Development Agency	National Research Council Canada
Canadian National	National Search and Rescue Program
Canadian Pacific Railway	National Transportation Agency of Canada
Canadian Radio-Television and Telecommunications Commission	Natural Resources Canada
Canadian Security Intelligence Service	Office of the Superintendent of Financial Institutions Canada
Citizenship and Immigration Canada	Privy Council Office
Civil Aviation Tribunal	Public Service Commission of Canada
Communications Security Establishment	Public Works & Government Services Canada
Correctional Service Canada	Revenue Canada, Customs, Excise and Taxation
Elections Canada	Solicitor General Canada
Environment Canada	Statistics Canada
Federal Court of Canada	Supreme Court of Canada
Finance Canada	Tax Court of Canada
Fisheries & Oceans	Transportation Safety Board of Canada
Foreign Affairs and International Trade	Transport Canada
Health Canada	Treasury Board
House of Commons	Veterans Affairs Canada
Human Resources Development Canada	

Formal Agreements with Provincial Governments: The RCMP has also signed formal agreements with nine Provincial Governments (excepting Quebec) designating

the RCMP as having the primary responsibility to investigate under the Security Offences Act within the province.

Endnotes

1. *Citizens First*, by Erin Research Inc. Ottawa: CCMD, October, 1998.
2. While there is also an internal business line, we do not report on the performance of these invaluable support services because they do not provide services directly to Canadians. Similarly, our technical operations, informatics, information technology, human resources and training functions are not reported here.
3. There are currently 97 Aboriginal Community Constable Program contracts covering 98 Aboriginal communities (i.e., the “3b program”) and 74 Tripartite Agreements (parties to these agreements are the Solicitor General of Canada, the respective provincial or territorial government and the First Nations Band Council) in 94 Aboriginal communities.
4. As discussed in the last two *Performance Reports* (1996/97, at pages 12 and 26; 1997/98 at page 15), clearance rates are a poor indicator of police performance because of a number of complex factors. Violent crime continues to have the highest overall clearance rate, with almost 90 per cent for homicides and around 75 per cent for assaults and other sexual offences. Given the priority on violent crime it is understandable that clearance rates for property offences are comparatively low. Depending on the category of crime, they vary from between 50 and 70 per cent for some types of frauds to less than 10 per cent for bicycle theft and around 40 per cent for robberies.
5. See articles on the “March West” in *Pony Express*, the RCMP’s National News Magazine: “Westward Ho,” pages 16-21, June, 1999.
6. See articles in *Pony Express*: “Policing Canada’s newest Territory,” pages 20-23, April, 1999; “A Division for a new Territory,” pages 16-17, May, 1999.
7. See also: “Organized enforcement,” pages 14-21, *Pony Express*, January-February, 1998; “The many faces of organized crime,” *RCMP Gazette*, September-October, 1998.
8. The value of assets seized in a particular year can vary widely because it is largely dependent on the length of time it takes for cases to be heard in court, which may be two to three years. As well, lengthy complicated cases may not necessarily translate into sizeable forfeitures. Or, due to circumstances beyond their control, investigating officers may end up with insufficient evidence to proceed with charges against all the suspects. Moreover, the court may decide against conviction.
9. Forfeitures since 1989 total over \$45 million. There is a difference between seizures by the police and forfeitures decided later on by the courts (often down by 25 per cent). See last year’s *Performance Report*, at page 23 for an explanation of the difference. In general, seizures represent police enforcement results while forfeitures are a performance indicator of the prosecution and the courts. See also “A profitable partnership,” pages 24-25, *Pony Express*, July-August, 1999.
10. See *1998/99 Performance and Accountability review of the Anti-Smuggling Initiative: Summary Report*. Ottawa: KPMG, March, 1999.
11. Drug enforcement includes the possession, importation and trafficking of substances regulated by the *Controlled Drugs and Substances Act*, such as heroin, cocaine, cannabis, LSD, methamphetamine, amphetamine and barbiturates. We also have concerns about the completeness of our aggregate data on drug seizures which under reports the total drugs seized by the RCMP across Canada. For further information on drugs, see “D is for drugs,” pages 14-15, *Pony Express*, October, 1998; “Striking a balance,” pages 16-23 in *Pony Express*, March, 1999; see articles in *RCMP Gazette*, pages 4-17, May, 1999.
12. See also “Economic crime,” pages 25-26, *Pony Express*, January-February, 1998; “Telephone fraud targets seniors,” pages 24-27, *RCMP Gazette*, November, 1998; “Putting a cap on funny money” pages 24-25, *Pony Express*, September, 1998; “Skimming milks system of thousands,” pages 2-3 of an insert to *Pony Express*, January-February, 1999; “The scourge of money laundering, pages 14-18, *Pony Express*, December, 1998.
13. See “Lifting the veil of silence”, pages 24-27 in *Pony Express*, October 1998.
14. For historical background, see “Partners in Policing: The RCMP Contract Policing Program,” *RCMP Gazette*, June, 1997.
15. This includes the proportion of crime victims who have reported their incident to the police, thereby contributing to official crime rates for crimes against people and property. However, because they are expensive, victim surveys are infrequently conducted.
16. See *Crime Statistics in Canada, 1998, Juristat* Vol.19 No.9, published by Canadian Centre for Justice Statistics, Statistics Canada, Ottawa
17. However, when implemented, our proposed Integrated Police Information Retrieval System (IPIRS) will have the capacity to provide a wealth of information on our activities.
18. See *Restorative Justice and Policing in Canada: Bringing the Community into Focus*, by Margaret Shaw and Frederick Jané, RCMP, 1998; *Community Justice Forum: Canadian Resource Guide*, RCMP 1998; Insert on Restorative Justice in *Pony Express*, July-August, 1998; page 25, in *Pony Express*, March, 1999; “Speaking with one voice,” page 27, *Pony Express*, June, 1999; “Clash of cultures,” pages 28-29, *Pony Express*, July-August, 1999.

19. In their daily work, RCMP officers enforce a complex range of **laws, statutes, ordinances and bylaws** on behalf of three levels of government in those jurisdictions where we have policing agreements., i.e., *Criminal Code*, other federal statutes, provincial statutes, territorial ordinances, and municipal bylaws, but excluding traffic enforcement.
20. i.e., incidents reported to the police and found to be supported by evidence.
21. See *Annual Report on the Levels of Impairment Among Fatally Injured Drivers*. Ottawa: Traffic Injury Research Foundation. 1998. See also "New reports on drinking and driving indicates some progress made, but a severe problem remains." *RCMP Gazette*, pages 26-27, May, 1999.
22. Statistics are not available on the number of complaints in each category where were supported, whether by the formal or the informal process
23. "*J*" *Division Client Survey - V, 1999*. RCMP, Fredericton, NB. April 30, 1999.
24. From research conducted elsewhere, client satisfaction with the police appears to vary by education (the less education then the less people are satisfied) and by age (younger people are less satisfied) and by the type of contact (voluntary or involuntary).
25. To identify the involvement of youth in crime, the only statistics available on the age of offenders is when charges have been laid; of course the age of those who were not caught is not known. As well, the statistics refer to young offenders charged or not charged because, where appropriate, alternatives to criminalization are sought.
26. For further information, see *Pony Express* articles: "Cops and kids," pages 11, 16-18, July-August, 1998; "Protecting our children," pages 12-17, October, 1998; "Getting together," page 9, June, 1999; and "The Choices Youth Program," pages 22-35, *Gazette*, November, 1998.
27. Statistics Canada's *General Social Survey*, conducted in 1988 and again in 1993, will be repeated in 2000.
28. *General Social Survey*. Statistics Canada, Ottawa, 1993.
29. See also *A Report on the Evaluation of RCMP Restorative Justice Initiative: Community Justice Forums as Seen by Participants*. Ottawa: RCMP, 1999; *A Report on the Evaluation of RCMP Restorative Justice Initiative: Training Component*. Ottawa: RCMP, 1998; "A solid band of constables," page 7, *Pony Express*, December, 1998
30. See "Lifting the prints of a mummifying corpse," page 2, *RCMP Gazette*, May, 1999; and "Tracing the smoking gun," page 13, *Pony Express*, August, 1999.
31. See also "Swissair Flight 111," pages 8-15 & 30, *Pony Express*, March, 1999; "Swissair Flight 111: Part 2," pages 11-19, *Pony Express*, April, 1999; "Swissair Flight 111: Part 3," pages 10-15, *Pony Express*, May, 1999.
32. Available on the CISC Internet home page: www.cisc.gc.ca
33. See also Special Issue on "Back to School: The Canadian Police College Gears up for the Future," *Pony Express*, pages 14-19, July-August, 1999 and the CPC Internet home page: www.cpc.gc.ca
34. See articles on peacekeeping in *Pony Express*: "Welcome to Bosnia," pages 24-26, June, 1999; "Above the call of duty," 22-23, July-August, 1999.
35. See articles on Year 2000 in *Pony Express*: "Countdown to the Year 2000," pages 19-20, December, 1998; "Preparing for the Year 2000," pages 20-21, May, 1999; "Shining a light on Y2K security issues," page 30, June, 1999; "Hope for the best, but plan for the worst," pages 20-21, July-August, 1999; special issue "Here comes the millennium," pages 14-21, September, 1999.
36. See also "Sustainable development," pages 6-8, *Pony Express*, October, 1998.

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