



Royal Canadian Mounted Police Gendarmerie royale du Canada



**Royal Canadian Mounted Police  
Departmental Performance  
Report for the period ending  
March 31, 2005**

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The Honourable A. Anne McLellan  
Minister of Public Safety and Emergency  
Preparedness



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# MINISTER'S MESSAGE

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I am pleased to present the Performance Report for the Royal Canadian Mounted Police (RCMP) for the period ending March 31, 2005. This report details the RCMP's strategic priorities, deployment of resources and the results achieved against plans for 2004/2005.

The portfolio of Public Safety and Emergency Preparedness Canada (PSEPC) brings together the core functions of crime prevention, policing and enforcement, security and intelligence, corrections, border services and integrity, and emergency management. With this pooling of resources and capabilities under one Ministry, the Government can operate more effectively and strategically to protect Canadians.

Today's public safety and security environment is characterized by globalization, advanced technology and a changing geo-political environment. With these global trends come new opportunities for Canada, as well as a number of risks including the increasing threat of sophisticated international criminal activity and terrorism entering our communities.

Securing the safety of Canadians is a fundamental responsibility of Government, in fact, for PSEPC, there is no higher priority. Canadians want assurances that their government will promote their personal security while protecting their privacy. They also want the institutions charged with these responsibilities to be transparent, and to work seamlessly with partners at home and abroad.

In today's changing environment, circumstances demand a comprehensive approach to identifying and assessing potential threats and responding to incidents. This is the premise upon which the PSEPC portfolio approach is built, and it is supported by the integrated policing philosophy of the RCMP.

I am very pleased with the significant progress made by the RCMP over the last year in support of the four PSEPC portfolio priorities – Emergency Management, National Security, Safe Communities and Canada–US relations. I am also proud to report that the RCMP has contributed to the Government of Canada's overall objectives on a number of fronts through an ever-more integrated approach to national security.

Through its peacekeeping role and its many international partnerships, the RCMP supports the Government's objective of promoting Canada's place in the world. The RCMP is involved in numerous peace support operations worldwide and continues to play an important role within the global community to bring peace, stability and development to many countries around the world.

In April 2004, the Government of Canada implemented its first ever National Security Policy (NSP). The RCMP plays an important role in delivering and implementing this broader security agenda designed to further enhance the security and flow of goods and people across our borders and to strengthen intelligence and law enforcement cooperation. These efforts contribute to the fight against terrorism, facilitate and encourage trade with the US – our largest trading partner – and also contribute to strengthened relationships with US law enforcement partners.

Through its efforts directed at reducing youth involvement in crime as victims and offenders, the RCMP also plays a critical role in the Government's objective to strengthen Canada's social foundations and the services it provides everyday to communities across this country.

Through measures to combat organized crime, mass marketing fraud and money laundering, the RCMP contributes to a sustainable, secure and fair marketplace. These efforts help to support the government objective of creating a sustainable economy to improve the well-being of all Canadians.





I am also pleased with the RCMP's contributions towards the Government's priority outlined in the October 2004 Speech from the Throne, which focused on the importance of working with Aboriginal peoples and provincial and territorial governments to create the conditions for long-term success while respecting historic rights and agreements. Through culturally appropriate policing and restorative justice initiatives that are sensitive to the needs and current realities of Aboriginal peoples, the RCMP continues to contribute to the safety of over 600 Aboriginal communities.

Finally, I am happy to report the progress made by the RCMP towards implementing Treasury Board of Canada Secretariat modern management accountability elements into all aspects of its management model. During the last year, the RCMP has made tremendous progress towards fully implementing the elements of the Management Accountability Framework into its operational activities.

Building on the results achieved over the last year, I have no doubt the RCMP will continue to deliver the highest quality police services, that it will remain committed to further implementing modern management practices and expectations into its management model to achieve optimal organizational performance, and that it will continue to achieve results for Canadians and contribute to the accomplishment of government-wide objectives.

The Honourable A. Anne McLellan, PC, MP  
Minister of Public Safety and Emergency Preparedness



# COMMISSIONER'S MESSAGE

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The annual Departmental Performance Report (DPR) presents an opportunity to reflect on the progress and evolution of the RCMP – to consider where we've come from, to comment on where we are headed, to see ourselves not only as we are, but also as we would like to be.

Ultimately, this report is an instrument of public accountability through which we are able to explain the progress made towards achieving our strategic goal of providing safe homes and safe communities for all Canadians.

As a law enforcement agency, the RCMP strives to meet the highest standards of accountability. In doing so, we continue to evolve as an organization and to operate in a transparent, open and accountable manner in order to protect the parameters of our mandate and the integrity of our organization.

In 2004/2005, I asked every employee of the RCMP to look down the road and envision the future, to imagine a policing model for the new millennium that allowed for the seamless delivery of services and programs across organizational boundaries. I asked them to imagine a shared vision of integration which enabled different organizations to contribute to common goals and to envisage the free-flow of information and intelligence across jurisdictions, across borders and around the globe.

I also challenged every member of this organization to consider ways by which the RCMP and the broader Canadian law enforcement community could achieve efficiencies and economies of scale by making the best use of limited resources.

Over the past year, we not only imagined the future, we began to create it.

Our vision to be an organization of excellence requires a focus on delivering results. I am proud to report that in 2004/2005 the RCMP made significant progress towards fully implementing our integrated policing philosophy and achieving management excellence.

Much of our success is a direct result of the strong relationships that we have with our contract policing partners and our efforts to strengthen and build new partnerships across Canada's law enforcement community and with international law enforcement agencies.

Integrated policing requires cooperation and coordination beyond the national and international police community. It demands that we share information more effectively with other government departments, non-governmental organizations, academics, the private sector and, of course, our international partners. Only by working together and working smarter can we continue to lay the foundation for integrated policing.

As an organization, we are committed to meeting the changing needs of all Canadians by continuously seeking new ways to ensure safe homes and safe communities through the services we deliver at the municipal, provincial, federal and international levels.

This report provides a summary of our performance and provides evidence of the significant progress we have made towards ensuring the safety and security of Canadians through the results achieved against our five strategic priorities, government-wide objectives and the numerous horizontal initiatives we are involved in.

I am pleased with our progress over the last year in delivering quality programs, services and policies that Canadians require and deserve. I am also confident we will continue to put the interests of Canadians first, to build on our legacy and continue to deliver excellence in all that we do to protect the safety and security of our citizens and our country.

A handwritten signature in dark ink, appearing to read 'G. Zaccardelli'. The signature is fluid and cursive.

G. Zaccardelli  
Commissioner



# MANAGEMENT REPRESENTATION

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## Management Representation Statement

### Departmental Performance Report 2004/2005

I submit for tabling in Parliament, the 2004/2005 Departmental Performance Report (DPR) for the Royal Canadian Mounted Police (RCMP).

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

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

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Commissioner G. Zaccardelli

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Date





# SECTION I: OVERVIEW

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## Summary of Departmental Performance

### How We Are Doing – Our Performance Against RPP Commitments

We are pleased to report that fiscal year 2004/2005 was another successful year for the RCMP. Over the course of the year, we met the federal government's expectations of enhanced accountability and transparency by continuing to demonstrate sound resource and expenditure management, by ensuring value for money, and by increasing our management rigour and discipline.

From an operational perspective, we delivered results towards the achievement of our strategic goal by successfully meeting, and often exceeding, the expectations we had set for ourselves in our 2004/2005 Report on Plans and Priorities.

From a corporate management perspective, fiscal year 2004/2005 is also considered a success. The RCMP spent 99% of our appropriations (99.5% after netting of forced lapses) without exceeding our authorities.

We also collected virtually 100% of our revenue target by March 31, 2005, exceeding our own internal revenue collection target of 98%. This was our best registered performance over the last seven years.

We are proud of our overall performance for 2004/2005 and are confident that we will continue to build on our results in 2005/2006.

The following is a summary of our performance against the commitments set forth in our 2004/2005 Report on Plans and Priorities.

Total Financial Resources (\$ millions)		
Planned	Authorities	Actual
\$2,948.6	\$3,101.8	\$3,047.3

Total Human Resources (full time equivalents)		
Planned	Authorities	Difference
23,486	23,215	271

**Note:** Our strategic priorities do not reflect everything that we do, and as a result, not all the resources described in the following pages contribute directly to a specific strategic priority – they may contribute to other activities that support our strategic goal. The following summary table is our best effort at linking our resources to our strategic priorities. Detailed information is provided in Sections II and III of this report.

# Overview

## Summary of Performance in Relationship to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

### SAFE HOMES AND SAFE COMMUNITIES

Organized Crime	International Policing	Terrorism	Aboriginal Communities	Youth
<b>Strategic Outcomes</b> Reduce the threat and impact of organized crime	<b>Strategic Outcomes</b> Effective support of international operations/initiatives	<b>Strategic Outcomes</b> Reduce the threat of terrorist activity in Canada and abroad	<b>Strategic Outcomes</b> Safer and healthier Aboriginal communities	<b>Strategic Outcomes</b> Prevent and reduce youth involvement in crime as victims and offenders
<b>Key Business Line Accountability</b> Federal Policing Services Protective Policing Services National Police Services	<b>Key Business Line Accountability</b> Federal Policing Services Protective Policing Services National Police Services	<b>Key Business Line Accountability</b> Federal Policing Services Protective Policing Services National Police Services	<b>Key Business Line Accountability</b> National Police Services Contract Policing Services	<b>Key Business Line Accountability</b> National Police Services Contract Policing Services

Federal Policing Services and Protective Policing					Contract Policing Services		
<b>Planned Spending</b> \$712.2M		<b>Actual Spending</b> \$714.2M			<b>Planned Spending</b> \$1,582.7M		<b>Actual Spending</b> 1,617.5M
<b>Planned FTEs</b> 5,063		<b>Actual FTEs</b> 5,079			<b>Planned FTEs</b> 13,810		<b>Actual FTEs</b> 12,024
<b>Strategic Outcome</b> To provide policing, law enforcement, investigative and prevention services to the Federal Government, its departments and agencies and to Canadians in all provinces and territories. To assist in the protection of public safety, the environment, trade and commerce, revenue collection, and national security. To manage the effective and timely participation of Canadian civilian police in international peace support operations in accordance with Canada's foreign policy requirements. To provide security for foreign missions in Canada, major events in Canada, Canadian Executive's travel and Internationally Protected Persons. To provide air transportation security.					<b>Strategic Outcome</b> To provide policing services to diverse communities in eight provinces (with the exception of Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, municipal and aboriginal partners.		
<b>Service Lines</b>					<b>Service Lines</b>		
Customs & Excise Federal Enforcement Immigration & Passport Marine & Ports	Commercial Crime Proceeds of Crime IMET	Organized Crime Drug Enforcement International Operations Interpol Peacekeeping	Foreign Missions Canadian Executives Major Events Airport Policing CACPP	National Security Criminal Intelligence OC Intelligence NOC Intelligence Analysis	Provincial Policing Aboriginal Policing Municipal Policing		Traffic Services Critical Incident Program Operational Systems Support Centre

National Police Services			
<b>Planned Spending</b> \$370.7M		<b>Actual Spending</b> \$410.8M	
<b>Planned FTEs</b> 1,914		<b>Actual FTEs</b> 2,846	
<b>Strategic Outcome</b> To provide the RCMP's federal and contract policing business lines, as well as the Canadian policing community, federal departments, law and regulatory enforcement agencies and selected foreign police organizations including Interpol, with law enforcement investigative tools and information. To provide specialized technical services to the law enforcement community including forensic laboratory services, computerized police information, intelligence, and advanced training services to the Canadian and International Police community and some departmental law enforcement agencies.			
<b>Service Lines</b>			
Technical Operations Information & Identification Services		Criminal Intelligence Service Canada Chief Information Officer Sector	Forensic Laboratory Services National Child Exploitation Coordination Centre
Canadian Police College Support			

Corporate Infrastructure			
<b>Planned Spending</b> \$283.1M		<b>Actual Spending</b> \$304.7M	
<b>Planned FTEs</b> 2,699		<b>Actual FTEs</b> 3,267	
<b>Strategic Outcome</b> To provide expert functional policies, systems, services and advice to ensure the financial viability and stability of RCMP resources. To maintain an internal administrative policy function and ensure the delivery of strategic, client-focused, business-driven and results-oriented support and services in relation to employee development, wellness, selection and staffing, organizational development and training. To provide an overall RCMP policy framework for the assessment of and participation in public policy debates affecting law enforcement, including research and trends analysis, and for future challenges involving change management.			
<b>Service Lines</b>			
Strategic Direction		Corporate Management	Human Resource Management
Support			

**Note:** It is possible for Actual FTE utilization to exceed authorized FTE levels and for actual expenditures to exceed authorized expenditures within business lines of a government department. These variances may result from factors such as in-year organizational restructuring, internal reallocation of FTEs or budgets based on priority-setting activities, new projects, growth to existing projects and/or as a result of unplanned events occurring during the year.



Summary of Performance in Relation to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

Our Strategic Goal – Safe Homes and Safe Communities				
Strategic Priority and Outcome	Expected Results	Our Progress	How Results Support our Strategic Goal	Benefit to Canadians
<p><b>Organized Crime</b> Reduce the threat and impact of organized crime</p>	<ul style="list-style-type: none"> <li>Enhance our capability and capacity to effectively conduct investigations</li> <li>Disrupt priority and other organized crime groups</li> <li>Produce integrated threat assessments on organized and serious crime affecting Canada</li> <li>Effective, intelligence-based priority setting and decision making</li> <li>Expand collection and sharing of information and intelligence</li> <li>Build new and strengthen existing partnerships</li> <li>Enhance integrated multi-disciplinary teams by leveraging expertise and knowledge base and enhancing capacity to achieve operational priorities</li> <li>Optimize enabling science and technology</li> <li>Reduce crime through prevention and education</li> </ul>	<p><b>Exceeded expectations:</b></p> <ul style="list-style-type: none"> <li>Investigator's Toolbox developed to support investigators in response to criminal investigations</li> <li>29 priority and 46 other organized crime groups were disrupted</li> <li>RCMP produced an integrated Provincial and National Threat Assessments on Organized and Serious Crime in Canada</li> <li>Criminal intelligence products and services are relied upon to fully realize the goals of partnership building, seamless integration and intelligence-led policing</li> <li>RCMP provides law enforcement agencies and courts with access to criminal record files</li> <li>RCMP developed technical agreements for development of operational technologies with 10 international law enforcement and national security agencies</li> <li>RCMP provides training and expertise to frontline police officers to deal with weapons at crime scenes, many of which are linked to organized crime</li> <li>Technology developments allow RCMP systems to gather and analyze criminal information that will provide intelligence on organized criminal activities</li> <li>Canadian Police College – 3,100 students attended courses on organized crime in 2004</li> </ul>	<p>The efforts of the RCMP to fight organized crime contribute to safe homes and safe communities through the investigation, detection and prevention of organized criminal activity, the enforcement of federal laws and statutes, the maintenance of peace and order, and, the protection of life and property.</p>	<p>Transnational organized crime, trafficking in drugs and human beings, and the emergence of transnational criminal networks present security challenges of a magnitude unknown to previous generations.</p> <p>The work of the RCMP, both domestically and internationally, is of benefit to Canadians as it reduces the demand and opportunity for crime and victimization in Canada through improved detection and targeting of organized crime groups.</p>

Summary of Performance in Relation to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

Our Strategic Goal – Safe Homes and Safe Communities				
Strategic Priority and Outcome	Expected Results	Our Progress	How Results Support our Strategic Goal	Benefit to Canadians
<p><b>International Policing</b> Effective Support of International Operations</p>	<ul style="list-style-type: none"> <li>Build new and strengthen existing partnerships</li> <li>Strategically place and effectively use international services based on sound intelligence/information</li> <li>Ensure intelligence-based priority-setting and decision making</li> <li>Provide valued input into public policy formation and decision making regarding national and international issues</li> <li>Optimize enabling science and technology</li> </ul>	<p><b>Exceeded expectations:</b></p> <ul style="list-style-type: none"> <li>RCMP's role on the international stage relative to policing and its obligation to federal needs strategically assists in building partnership capacity</li> <li>In 2004, 38 RCMP members were engaged in 12 international peace support operations</li> <li>In 2004, the RCMP increased its international presence to 35 Liaison Officers strategically located around the globe</li> <li>RCMP is currently involved with the United Nations in negotiating the international instrument for the timely and reliable identification and tracing of illicit small arms and light weapons</li> <li>RCMP is currently involved with the Interpol Weapons Electronic Tracing System (IWETS) program</li> <li>RCMP has partnerships with numerous foreign police agencies for the research, development and evaluation of technical tools and expertise related to operational support</li> <li>RCMP exchanges vital information through an international network of law enforcement and civil authorities to locate missing children and reunite them with their parents or legal guardians</li> <li>RCMP is working to promote the transnational sharing of DNA information while respecting the privacy and the security of the information</li> </ul>	<p>Through diverse multilateral initiatives, the RCMP contributes on a number of fronts to help make Canada and the world a safer place. These activities include:</p> <ul style="list-style-type: none"> <li>Peace support operations and civilian police peacekeeping operations</li> <li>Promotion of human security and human rights</li> <li>Counter-terrorism capacity building</li> <li>Efforts to combat weapons proliferation</li> </ul> <p>These efforts help to safeguard Canadians and their communities by reducing the threat of international criminal activity crossing our borders.</p>	<p>The RCMP strives to keep Canadians safe and secure by working with, and sharing intelligence with, our international law enforcement partners and the global community to bring peace and stability to many countries around the world.</p> <p>In doing so, the RCMP reduces threats to Canadian citizens by focusing on border security and international security, which ultimately protects the standard of living we have come to expect in Canada.</p>

Summary of Performance in Relation to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

Our Strategic Goal – Safe Homes and Safe Communities				
Strategic Priority and Outcome	Expected Results	Our Progress	How Results Support our Strategic Goal	Benefit to Canadians
<p><b>Terrorism</b></p> <p>Reduce the threat of terrorist activity in Canada and abroad</p>	<ul style="list-style-type: none"> <li>• Ensure border integrity</li> <li>• Successfully detect, prevent/disrupt and investigate terrorist activity</li> <li>• Expand collection and sharing of information and produce robust intelligence</li> <li>• Build new and strengthen existing partnerships</li> <li>• Optimize allocation of resources according to risk to address the terrorist threat</li> <li>• Increase security of Government of Canada sites</li> <li>• Enhance current information management process</li> <li>• Improve major events planning to reduce threats of terrorism and acts of violence</li> <li>• Provide valued input into public policy decision making regarding national and international issues</li> </ul>	<p><b>Exceeded expectations:</b></p> <ul style="list-style-type: none"> <li>• RCMP efforts at targeting counterfeit travel documents is an important component in the fight against terrorism</li> <li>• 12 disruptions of national level terrorist groups across the country, compared to our original target of 10 for the year</li> <li>• RCMP has expanded its collection and sharing of intelligence to facilitate domestic and international efforts in the fight against terrorism on a global scale</li> <li>• We are monitoring national trends in how terrorist investigations are being concluded to identify best practices that could be shared with our field personnel</li> <li>• By identifying and sharing best practices across the RCMP, our resources are deployed in a more effective and efficient manner which improves the safety of police officers and the public</li> <li>• We are providing tools to decision makers at all levels to make more effective, well informed decisions to optimize resource allocation</li> <li>• RCMP delivered Strategic Early Warning assessment on the probability and possible impact of the threat of organized crime linkages to terrorism in Canada</li> <li>• Major Events Section has developed a working template to be used across the country in the planning, risk management of Major Event security operations</li> <li>• RCMP has contributed to the research, development and deployment of technical tools and expertise to enable frontline investigators to produce intelligence and conduct effective investigations against terrorist targets</li> </ul>	<p>The RCMP promotes safe homes and safe communities by deterring, detecting, investigating and protecting against criminal and terrorist activities that pose a threat to national safety and security.</p>	<p>The RCMP ensures the safety and security of Canadians by working with its Canadian and global law enforcement partners to facilitate legitimate cross-border traffic and economic development while stopping people and goods that pose a potential risk to Canadians.</p> <p>The efforts of the RCMP contribute to our overall national security, protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods which ultimately promotes a prosperous and sustainable Canadian economy.</p>

# Overview

## Summary of Performance in Relation to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

Our Strategic Goal – Safe Homes and Safe Communities				
Strategic Priority and Outcome	Expected Results	Our Progress	How Results Support our Strategic Goal	Benefit to Canadians
<b>Aboriginal Communities</b> Safer and healthier Aboriginal Communities	<ul style="list-style-type: none"> <li>• Ensure sound operational development and sound public policy</li> <li>• Build new and strengthen existing partnerships</li> <li>• Improve service delivery within Aboriginal Policing service line</li> <li>• Develop community capacity to use restorative processes</li> <li>• Provide a culturally-sensitive police service</li> <li>• Demonstrate value for service</li> <li>• Continue to attract, recruit, develop and maintain our Aboriginal complement</li> </ul>	<p><b>Successfully met expectations:</b></p> <ul style="list-style-type: none"> <li>• RCMP has worked collaboratively with many Aboriginal communities to identify their primary area(s) of concern and develop action plans on how to address these concerns</li> <li>• Consultation between Aboriginal community leaders, the National Aboriginal Organizations and RCMP management occur on an ongoing basis</li> <li>• Efforts were directed at achieving shared objectives that resulted in a reduction of crime, an increase in crime prevention initiatives and community development activities</li> <li>• We strive to maintain and enhance a culturally appropriate service delivery model</li> <li>• In 2004/2005, 320 RCMP police officers received Aboriginal Perceptions Training</li> <li>• In 2004, an Inuit Perceptions Training (IPT) was developed in partnership with the Government of Nunavut. It was modeled after the APT but detailed those specific cultural, environmental and geographical factors that make Inuit culture distinct from that of other Aboriginal people</li> <li>• The Commissioner's National Aboriginal Advisory Committee met twice in 2004/2005 to address the issues and challenges in service delivery to Aboriginal communities across the country</li> <li>• RCMP Aboriginal Employees Council was formed in February 2005</li> <li>• In 2004, the RCMP had approximately 850 police officers that self-identified as Aboriginal, representing 5.6% of the total RCMP police officer contingent</li> </ul>	<p>By providing culturally sensitive service to over 600 Aboriginal communities, the efforts of the RCMP not only contribute to the development of safe and healthier Aboriginal Communities, we are also contributing to the development of capacity within these communities to prevent crime and use restorative justice processes that reflect their particular cultures and values.</p> <p>Our efforts to work collaboratively with Aboriginal Communities directly support our strategic goal of promoting safe homes and safe communities for all Canadians.</p>	<p>The RCMP has a historic relationship with Aboriginal peoples and has committed to working collaboratively with Aboriginal communities to improve the quality of life of Aboriginal peoples.</p> <p>By providing culturally sensitive service to over 600 Aboriginal communities, the RCMP is working with these communities to develop their capacity to prevent crime and use restorative justice processes that reflect their particular cultures and values.</p> <p>This in turn will help to develop stronger, healthier and economically self-reliant Aboriginal peoples and communities by increasing the capacity of Aboriginal communities to generate sustainable economic activity, facilitate partnerships and reduce economic barriers to Aboriginal participation in local and national economic growth.</p>

Summary of Performance in Relation to Departmental Strategic Goal, Strategic Priorities and Outcomes and Expected Results

Our Strategic Goal – Safe Homes and Safe Communities			
Strategic Priority and Outcome	Expected Results	Our Progress	How Results Support our Strategic Goal
<p><b>Youth</b></p> <p>Prevent and reduce youth involvement in crime as victims and offenders</p>	<ul style="list-style-type: none"> <li>Prevent youth crime</li> <li>Provide expertise and leadership in facilitating community-wide problem-solving with a balance of prevention and intervention strategies</li> <li>Optimize responses to youth who offend</li> <li>Focus on community-based early intervention efforts</li> <li>Develop leading-edge policing practices</li> <li>Develop community capacity to use restorative justice processes for youth</li> <li>Optimize support and responses to youth victims</li> <li>Build new and strengthen existing partnerships</li> <li>Contribute to public policy</li> </ul>	<p><b>Successfully met expectations:</b></p> <ul style="list-style-type: none"> <li>RCMP has made progress in reducing the number of charges laid against youth and increasing the number of youth diverted from the formal court system</li> <li>RCMP members have consulted with their community partners and sought their input in identifying community issues pertaining to youth. They have built new and strengthened existing partnerships and identified community-wide solutions to youth issues</li> <li>99% percent of detachments have implemented a community plan to address identified youth crime related issues</li> <li>In 2004, the number of youth charged by the RCMP with violent offences and with other offences have both decreased by 11% compared to 2003 data</li> <li>In 2004, the number of youth diverted by the RCMP, from the formal court system, has increased by 106% compared to 2003 data</li> <li>2004 total of youth charged with violent offences is 7% lower than the eight-year average</li> <li>2004 total of youth charged with other offences is 18% lower than the eight-year average</li> <li>The National Child Exploitation Coordination Centre (NCECC) provides an integrated environment that works collaboratively with Canadian and international law enforcement partners, Government and industry to combat the global online sexual exploitation of children</li> </ul>	<p><b>Benefit to Canadians</b></p> <p>Crime prevention through social development is the true vision of the youth priority.</p> <p>The RCMP places an increased emphasis on non-traditional policing roles and considers the root causes, not just the symptoms.</p> <p>By looking at the source of problems involving youth and working collectively with our partners to address the social causes of these problems, the RCMP helps prevent youth involvement in crime as victims and as offenders.</p> <p>It is through such an approach that we can deliver the most effective results to Canadians by preventing crime and ensuring safer and healthier children, stronger families, better schools and more cohesive communities.</p>

## Overview

### The Basis for Reporting in this Year's DPR

In the spring of 2004, the Treasury Board Secretariat (TBS) introduced the Management, Resources and Results Structure (MRRS). Under MRRS, TBS implemented the Program Activity Architecture (PAA). The introduction of the PAA meant that the RCMP, and all other departments, agreed to manage their organizations based on their respective TBS-approved PAA.

With the MRRS, the basis for displaying information in the 2005/2006 Estimates documents has shifted from the Business Line structure of the Planning, Reporting and Accountability Structure (PRAS) to the new Program Activity Architecture (PAA).

The move to PAA-based management significantly impacted the established financial management practices of the RCMP, and numerous other large departments.

It has forced the organization to review and realign a number of the systems that directly support its financial management function and to re-examine and modify existing processes for reporting and demonstrating accountability to Parliament and Canadians.

Given that the DPR is one of our primary instruments of accountability to Parliament and Canadians, it must be accurate, balanced and transparent. It must also present strong linkages to the commitments found in our 2004/2005 Report on Plans and Priorities (RPP).

Therefore, to ensure consistency with our 2004/2005 RPP, which was prepared based on the PRAS, we will be reporting our performance for 2004/2005 against our strategic priorities based on our previous Business Lines structure. This reporting approach also ensures consistency with the amounts displayed in 2004/2005 Estimates and Public Accounts.

## SUMMARY INFORMATION

### The RCMP at a Glance

#### Why We Exist

The Royal Canadian Mounted Police (RCMP) is the national police service and an agency of the Ministry of Public Safety and Emergency Preparedness Canada, entrusted with keeping Canadians safe and secure.

Building on a rich history of over 130 years of service to Canadians, we have kept pace with change, evolving into a modern police organization that is responsible for enforcing the law and preventing crime.

Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with the communities we serve. Ultimately, we are accountable to the communities and partners we serve in the use of tax dollars and resources to accomplish our mandate.

#### Our Mandate

Based on the authority and responsibility assigned under Section 18 of the *Royal Canadian Mounted Police Act*, in its simplest form, our mandate is: to enforce laws, prevent crime, and maintain peace, order and security in Canada and for all Canadians, and to protect Canadian and foreign dignitaries in Canada and abroad.

Organizationally, this multi-faceted responsibility includes:

- Preventing and investigating crime and maintaining order;
- Enforcing laws on matters as diverse as health and the protection of government revenues;
- Contributing to national security;
- Ensuring the safety of state officials, visiting dignitaries and foreign missions; and,
- Providing vital operational support services to other police and law enforcement agencies.

### Our Vision

Increasingly, we are being asked to re-evaluate our role as Canada's national police service. We must explore new options, embrace new partners, and encourage creative approaches as we strive to ensure safe homes and safe communities for Canadians.

The future belongs to those who think and act creatively, who anticipate change and position themselves to lead it. We are committed to:

- Be a progressive, proactive and innovative organization
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- Be accountable and efficient through shared decision making
- Ensure a healthy work environment that encourages team building, open communication and mutual respect
- Promote safe communities
- Demonstrate leadership in the pursuit of excellence

In the face of these challenging, uncertain times, the vision for the RCMP is to be recognized throughout the world as an "organization of excellence".

### Our Core Values

The RCMP is committed to, respects and reinforces Canadian institutions of democracy and is guided by the highest professional, ethical and people values – in a changing world, values form the foundation for management excellence. We are guided by the following core values:

- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

The RCMP – as an organization committed to the above mandate, vision, and core values – is inherently practicing the principles of sustainable development. Enabling and supporting community safety and security, demonstrating efficient decision making and accountability in managing resources, strengthening the organization through capacity building, and integrating sustainable business decisions and planning processes demonstrates the organization's contribution to a future of social stability, economic prosperity and environmental integrity.

For more information on our mission, vision and values, visit: [www.rcmp.ca/html/vision\\_e.htm](http://www.rcmp.ca/html/vision_e.htm)

### Our Actual Strength

The on-strength establishment of the Force as of March 31, 2005 was:

- Commissioner – 1
- Deputy Commissioners – 7
- Assistant Commissioners – 24
- Chief Superintendents – 52
- Superintendents – 143
- Inspectors – 346
- Corps Sergeant Major – 1
- Sergeant Major – 6
- Staff Sergeant Major – 1
- Staff Sergeants – 742
- Sergeants – 1,616
- Corporals – 2,928
- Constables – 10,136
- Special Constables – 82
- Civilian Members – 2,605
- Public Servants – 3,867

**Total on-strength – 22,557**

## Overview

### Where We Are Located

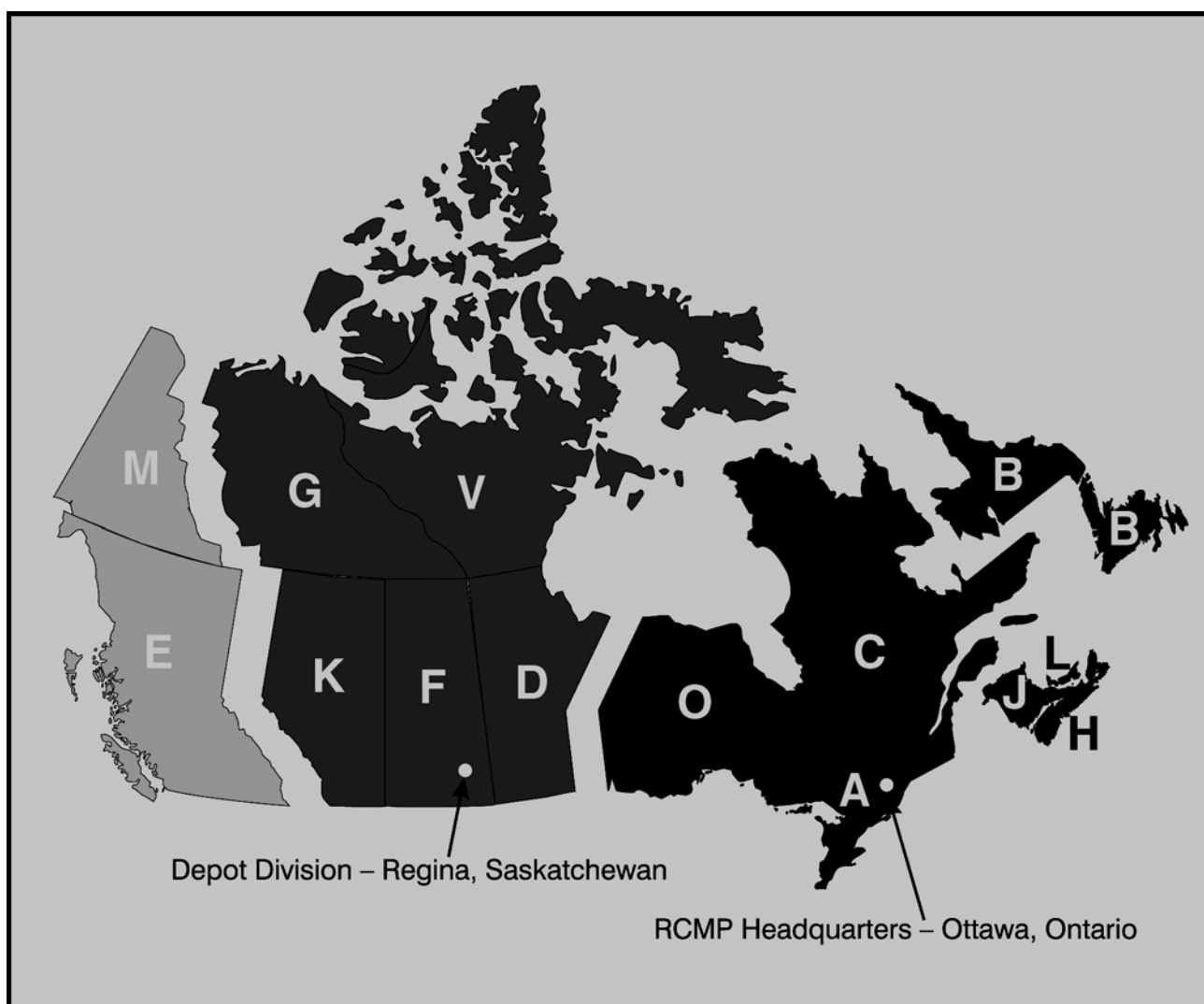
To deliver on our responsibilities, we have over 22,000 employees including regular and civilian members and public service employees. We are also fortunate to have over 75,000 volunteers to assist us in our efforts to deliver quality services to the communities we serve across Canada.

The RCMP is unique in the world since we are a national, federal, provincial and municipal policing body, and as a result, the men and women of the RCMP can be found all across Canada.

Operating from more than 750 detachments, we provide: daily policing services in over 200 municipalities; provincial or territorial policing services everywhere but Ontario and Québec;

and services to over 600 Aboriginal communities, three international airports, plus numerous smaller ones. We strive to fulfill our commitment to you – to keep your homes and communities safe.

We are organized into four regions, 14 divisions, National Headquarters in Ottawa and the RCMP's training facility – or "Depot" – in Regina. Each division is managed by a Commanding Officer and is alphabetically designated. Divisions roughly approximate provincial boundaries with their headquarters located in respective provincial or territorial capitals (except "A", Ottawa; "C", Montreal; and "E", Vancouver).





## Our Strategic Framework

The RCMP has a strategic framework in place that clearly links our operational mandate with our corporate mandate and, in turn, with government-wide objectives.

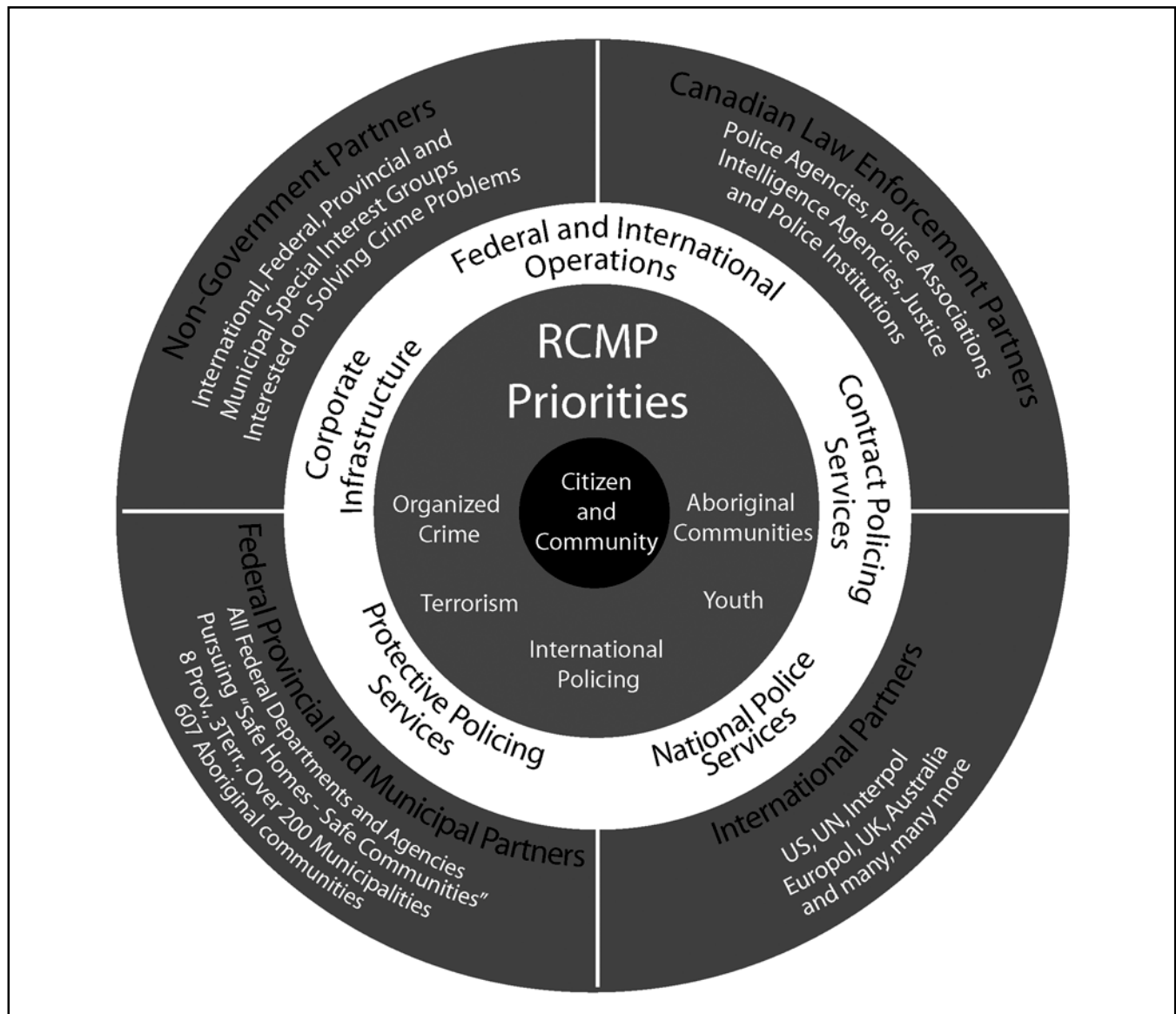
“Integrated Policing” is the overarching philosophy that permeates our strategic framework. This means working collaboratively with, and in, communities at all levels, and with the broader police and law enforcement community, both domestically and internationally, towards a common purpose and with shared values and priorities.

Ultimately, integrated policing could evolve to a “global strategic focus”, where investigative and enforcement activities and resources in the global law enforcement

community are interoperable and leveraged collectively to ensure the best results/outcomes against international criminal threats.

The key elements of integrated policing include:

- Shared priorities, both domestically and internationally – determining the best way to leverage and maximize policing efforts and resources towards common objectives and long-term planning
- Free flow of intelligence – getting the right information to the right people at the right time and use of a broader range of information sources
- Interoperable systems – ensuring that intelligence and information systems are able to communicate across organizations and geographic locations



## Overview

- Economies of scale – leveraging resources to make the most out of what we can dedicate to policing, and focusing on what we do best
- Seamless service delivery – eliminating redundant services and activities and the fragmentation of functions

To maximize our effectiveness, we recognize the need to keep pace with global trends including rapid technological progress, an increasingly borderless world, growing concerns for personal security, economic globalization, and shifting values around traditional institutions.

The RCMP remains committed to devoting its efforts and resources in pursuing its five strategic priorities: Organized Crime, International Policing (including Peacekeeping), Terrorism, Aboriginal Communities and Youth. To do this, we work hand in hand with our colleagues and partners in Canada and around the world to deal with common threats to safety and security.

Our success depends upon our capacity to continually improve, better execute, integrate and support our core functions in every part of the organization. To ensure that we are always on the right track, the RCMP has a strategic framework that clearly sets out our:

- Strategic goal: why we exist and what we are trying to achieve
- Strategic priorities: where we have to concentrate our efforts to achieve the goal
- Strategic objectives: core functions for achieving priorities and the strategic goal

Managing our performance on all of these elements is a key aspect of the framework.

## Our Strategic Goal

Our strategic goal is to work towards safe homes and safe communities for all Canadians. To achieve this, we need to become an organization of excellence, addressing our strategic priorities in a way that is accountable, guided by clear values, intelligence-led and collaborative.

## Our Strategic Priorities

Our strategic priorities are the areas of focus to achieve our strategic goal. They do not reflect everything that the organization does – only those things most important to achieving our strategic goal.

Our strategic priorities include:

- **Organized Crime:** The challenges of globalization and technology call for a response based on intelligence, investigation, collaboration with domestic and international partners, and an enhanced technological capacity. We are focused on reducing the threat and impact of organized crime by disrupting, dismantling and preventing organized criminal groups, both domestically and internationally.
- **International Police Services (Peacekeeping):** We place priority on assisting countries to rebuild policing capacities, preventing importation of criminal activities and collaborating with foreign civilian police forces. We are focused on providing effective support of international operations/ initiatives by using modern management and assessment practices to ensure that the services we provide meet the needs of our domestic and international clients and partners, and contribute to the common priorities of combating organized crime and terrorism.
- **Terrorism:** We are fully supportive of a multi-government response and commitment to border integrity and continental security. We are focused on reducing the threat of terrorist activity by preventing terrorists and extremists from operating in Canada and abroad.
- **Aboriginal Communities:** We are committed to the long-term wellness and safety of Aboriginal communities by being involved in initiatives surrounding education, employment, health and

cultural development. We are focused on finding ways to prevent and resolve conflict by continuing to build on crime prevention partnerships, restorative justice processes and our holistic and culturally-sensitive approach to problem solving.

- **Youth:** We are focused on addressing the root causes of youth crime, establishing community partnerships, taking proactive education and prevention measures, and promoting restorative justice. To accomplish this, we strive to prevent and reduce youth involvement in crime, both as victims and offenders, by implementing a continuum of responses that are consistent with the *Youth Criminal Justice Act* and are designed to address root causes and enhance community capacity.

### Our Strategic Objectives

Our success depends upon our capacity to continually improve, integrate and support our core functions in every part of the organization. The following ongoing commitments are critical to improving our core functions and essential to ensuring we realize our strategic priorities:

- **Prevention and Education** – We are focused on providing citizens with information and tools to avoid being victims of crime, and to discourage and avert involvement in criminal activities.
- **Intelligence** – We are committed to the analysis and provision of timely and accurate information on individual suspects, criminals, criminal groups and acts, vital to the RCMP and its partners in pursuing and responding to threats to society.
- **Investigation** – We are committed to undertaking diligent and detailed activities to establish facts surrounding *Criminal Code* violations and other offences for presentation in court.
- **Enforcement** – We are focused on taking action to respond to *Criminal Code* violations and other offences in order to capture and bring suspects to justice.
- **Protection** – We are committed to providing Canadian and foreign dignitaries with protective and security services, as well as protecting the traveling public through the Canadian Air Carrier Protective Program.

### Our Structure for Service / Program Delivery

#### Our Management Structure

The RCMP is organized under the authority of the *RCMP Act*. In accordance with the *Act*, it is headed by the Commissioner, who, under the general direction of the Minister of Public Safety and Emergency Preparedness Canada, has the control and management of the Force and all matters connected therewith.

In the past, we were structured along a regional administration model in an effort to ensure greater localized involvement in decision making and to support investment in frontline resources and services. Four regions existed, each under the direction of Deputy Commissioners including the Pacific, North West, Central and Atlantic.

Under the Commissioner, the management structure was as follows:

- **Deputy Commissioners Pacific, North West, Central and Atlantic Regions**
- **Deputy Commissioner Operations**
- **Deputy Commissioner Corporate Management and Comptrollership**
- **Deputy Commissioner Strategic Direction**

Part of the approach to building an organization of excellence is a renewed focus on the way we manage and how we respond to the changing environment.

In 2004/2005 changes were made to the management structure to better position the organization to meet the goals of our ever-changing policing environment.

This realignment strikes a balance between our need to deliver key services across the country and the requirement to strengthen our involvement in key discussions and decisions regarding the safety and security of Canadians. It also highlights the importance of the critical services we provide across the country including contract policing and those of the larger law enforcement community through National Police Services.

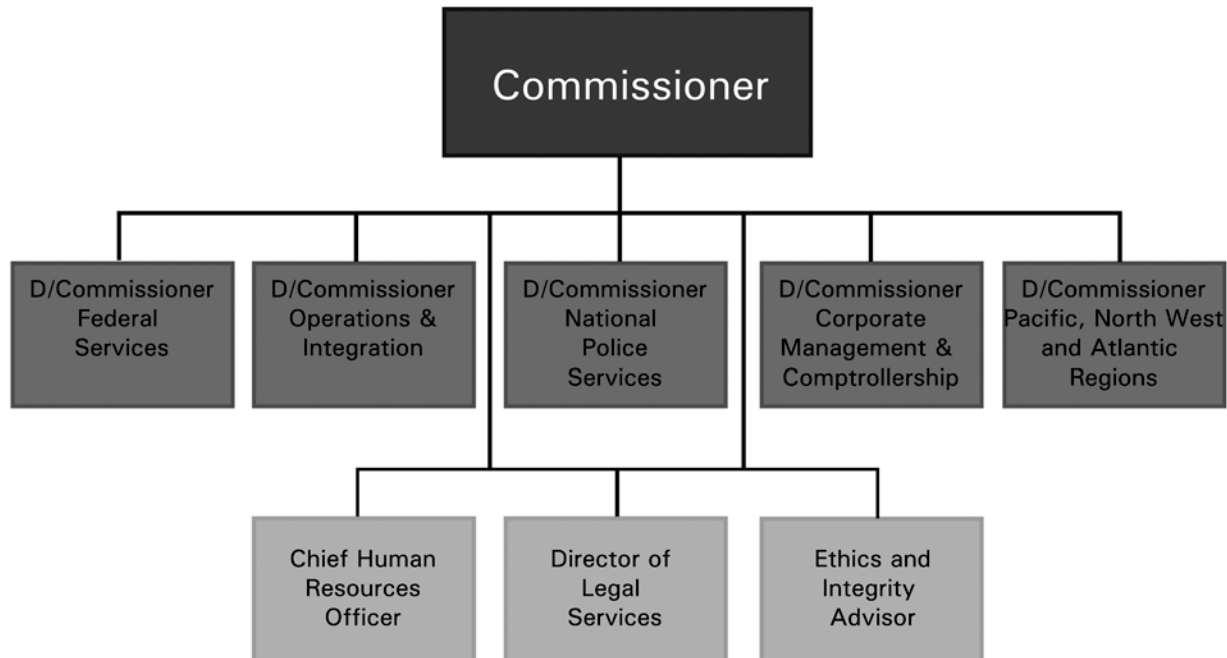
## Overview

Key components of our new management structure include:

- Deputy Commissioners Pacific, North West and Atlantic Regions:**  
 To oversee operations in these regions
- Deputy Commissioner Federal Services:**  
 To meet our federal policing mandate [includes Federal and International Operations (FIO), Protective Policing Services, as well as A, C and O Division operations]
- Deputy Commissioner Operations and Integration:**  
 To drive horizontal integration in all areas including strategy, performance improvement and operations [includes Criminal Intelligence Directorate (CID), Strategic Planning and Policy Branch (SPPB), Integrated Operations Support (IOS) and Community, Contract and Aboriginal Policing Services (CCAPS)]

- Deputy Commissioner National Police Services:**  
 To focus on the provision of services and relationship management within the RCMP and the wider police community [includes Technical Operations (Tech Ops), the Canadian Police College (CPC), Criminal Intelligence Service Canada (CISC), Forensic Laboratory Services (FLS), Information and Identification Services (I&IS) and the National Child Exploitation Coordination Centre (NCECC), and the Chief Information Officer (CIO)]
- Deputy Commissioner Corporate Management and Comptrollership:**  
 To continue to meet standards of accountability, stewardship, results and value-based management, increased transparency and responsiveness, risk management, renewed control systems and sustainable development

In addition to the Deputy Commissioners, the Chief Human Resources Officer, the Ethics and Integrity Advisor and the Director of Legal Services continue as members of the Senior Executive Team.



### Our Business Line Structure

We are structured along five business lines. Overarching these business lines are our five strategic priorities – Organized Crime, International Policing, Terrorism, Aboriginal Communities and Youth – that focus both operational and organizational efforts on our strategic goal of providing safe homes and communities for all Canadians.

The five business lines, each mandated to ensure safe homes and safe communities, are:

- **Federal Policing Services (including Peacekeeping Services)**
- **Protective Policing Services**
- **Contract Policing Services**
- **National Police Services**
- **Corporate Infrastructure**

### Federal Policing Services

Since 2001/2002, Federal Policing Services (FPS) includes the Directorates of Federal and International Operations as well as Criminal Intelligence, which together provide federal policing, law enforcement and investigative services to the Government of Canada, its departments, agencies and the Canadian public. By deterring, detecting, investigating and protecting against criminal and terrorist activities that pose a threat to national safety and security, FPS works to keep Canada safe. This incorporates several functions including: gathering, analyzing and sharing criminal intelligence; investigating illicit activity pertaining to organized crime at national ports and borders; and, identifying and responding to terrorist threats, financing of terrorism and corporate crimes, as well as fraudulent telemarketing schemes, stock market fraud and “cyberspace” crimes.

Partnerships are key. On a continuous basis, FPS collaborates with federal, provincial, territorial, municipal, US and global partners in the sharing of information; exchange of personnel; co-location of employees; development of joint priorities and integrated teams; and, delivery of integrated training.

The RCMP manages the participation of Canadian police personnel in support of multilateral peacekeeping operations around the world on behalf of the Government of Canada. Implementing the principles and practices of community policing on the largest of scales, this business line works to promote international peace and security in operations requiring a police element – providing police peacekeepers with the knowledge, skills, abilities and tools necessary to meet these various demands.

Under this arrangement, police maintain law and order within an executive and non-executive mandate. This includes several functions – providing monitoring, mentoring and training; acting as facilitators in an effort to improve cooperation between the police and communities served; and, enhancing multilateral capacity to restore order so this can be carried out in accordance with democratic principles.

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping as part of the Canadian Police Arrangement. This arrangement or mechanism is pursuant to the Government’s foreign policy on peacekeeping, which routinely falls under a United Nations (UN) mandate, and is funded through Canada’s International Assistance Envelope which is administered by the Canadian International Development Agency (CIDA).

### Protective Policing

Protective Policing is entrusted with safeguarding Canadian and foreign dignitaries and their official residences, as well as visiting Internationally Protected Persons – delivering timely service, supported by the most qualified, highly trained members and state-of-the-art technology. To address the various challenges and demands for service, Protective Policing draws upon a dedicated core group of experts, strategically located in Canada, and complemented by other RCMP officers across the country, deployed when and where required including specially trained Aircraft Protective Officers to accompany international and domestic flights.

## Overview

### Contract Policing Services

The overall objective of Contract Policing Services is to provide community policing services to provinces, territories and municipalities under contract to the Government of Canada (PSEPC) including: the investigation, detection and prevention of crime; the enforcement of laws; the maintenance of peace and order; and the protection of life and property. Community policing is a comprehensive approach which aids in preventing crime and identifying the social needs of communities.

Communities play an integral role in the determination of needs and are active partners in many principal policing tasks such as crime prevention, operational support and enforcement.

Contract Policing Services includes general policing services to eight provinces, three territories, over 200 municipalities, 607 Aboriginal communities (including First Nations policing through 75 Community Tripartite Agreements), and three airports. Arrangements for these frontline, community-centred services result from policing agreements between PSEPC and provinces, territories and municipalities.

These agreements are negotiated on a cost-shared basis for a 20-year period. Current agreements are in effect until 2012. Specific agreements with Aboriginal communities and airports vary.

Our employees are involved in over 2.8M files per year, representing the full scope of daily interactions with the police including calls for service, investigation of crimes, assistance to the public and community involvement. These various efforts are supported by a pool of over 75,000 volunteers.

### National Police Services (NPS)

National Police Services (NPS) provides essential frontline support and specialized technical services to the law enforcement community in Canada and abroad under the stewardship of the RCMP. Service lines under NPS strive to improve the nature, scope and quality of shared law enforcement information – this includes Forensic Laboratory Services (FLS); Information and Identification Services (I&IS); the Canadian Police College (CPC); Criminal Intelligence Service Canada (CISC); Technical Operations (Tech

Ops); the National Child Exploitation Coordination Centre (NCECC); and the Chief Information Officer (CIO) Sector. Together, these services offer: forensic analyses of criminal evidence; access to criminal records, information and identification services; advanced and specialized law enforcement and police management training; the sharing of criminal information and intelligence; the prevention and reduction of youth representation as missing and exploited victims; and specialized technical support.

NPS is distinguished by its interdependent working relationships with more than 500 national and international agencies. NPS is aligned through consultations and partnerships – approximately 70% of NPS services and programs are external to the RCMP.

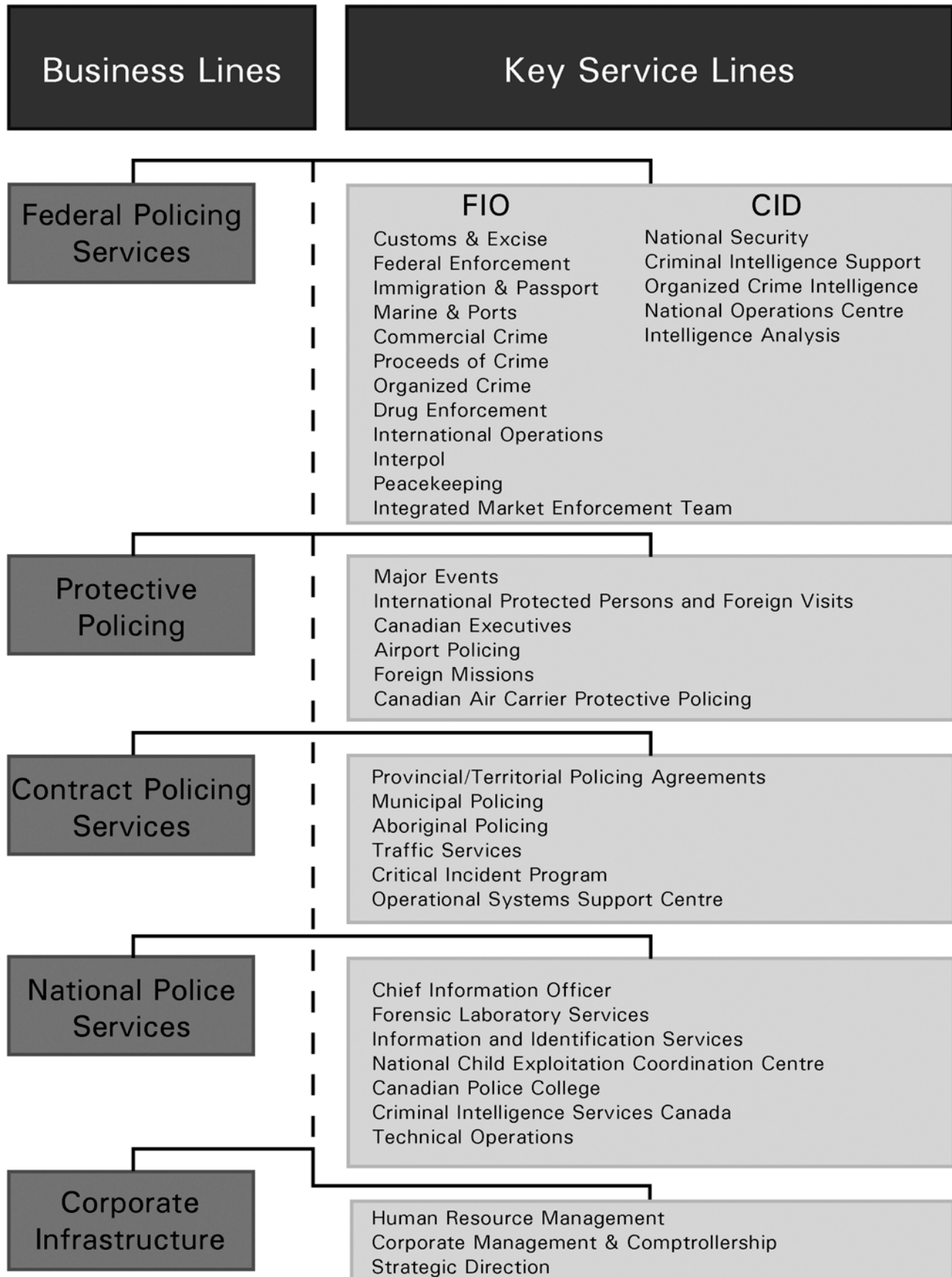
### Corporate Infrastructure

Corporate Infrastructure provides the vital administrative services required for an organization to operate effectively including functions relating to: finance, contracting, procurement and asset management (Finance Branch, Assets and Procurement Branch and Modern Comptrollership); human resources management (Human Resources Sector); and, planning, policy development and oversight (Strategic Direction Sector).

For detailed information on specific programs within our business lines, please go to:

[www.rcmp.ca/prog\\_serv/index\\_e.htm](http://www.rcmp.ca/prog_serv/index_e.htm)

**Note: As of April 1, 2005, we adopted our PAA structure. For more information on our PAA please refer to Section IV.**



## Overview

### How our Business Line Structure supports our Strategic Framework

The RCMP has a highly flexible strategic framework that clearly sets out our strategic goal, strategic priorities and strategic objectives – all of which are supported by our business line structure.

Our strategic goal provides us with a clear understanding of why we exist and what we are trying to achieve, and is defined as providing safe homes and safe communities for all Canadians.

To achieve our strategic goal, we have five overarching strategic priorities that are in place to provide focus to all operational activities across our operational business lines. The strategic priorities are reviewed periodically to ensure our operational and organizational efforts remain focused on the goal of providing safe homes and communities for Canadians. They are:

- Organized Crime
- International Policing
- Terrorism
- Aboriginal Communities
- Youth

Our strategic objectives describe the key components to operational success that must be achieved to ensure we realize our strategic priorities. They provide focus to our operational activities and are incorporated into the service delivery model of the business lines. They are:

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

For management and reporting purposes, the RCMP is structured along five business lines:

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

From an operational perspective focused on delivering policing and law enforcement services, the RCMP manages itself along two main operational areas, categorized by the types of services provided. These operational areas are complemented by two distinct support functions, one operational and the other administrative.

The two operational areas directly support our strategic priorities, which in turn support our strategic goal.

The two support functions – operational and administrative – support the effective delivery of programs and activities by the operational areas, and indirectly support our strategic priorities and our strategic goal.

Taking a closer look at how the business line structure supports the strategic framework, the RCMP can be considered from the following simplified perspective:

### Operations

#### 1. Federal Policing Services and Protective Policing

Federal Policing Services and Protective Policing focus primarily on supporting the Organized Crime, International Policing and Terrorism strategic priorities.

The objectives of Federal Policing Services and Protective Policing are:

- To contribute to safe homes and safe communities by providing policing, law enforcement, investigative and prevention services to the federal government, its departments and agencies and to Canadians in all provinces and territories
- To assist in the protection of public safety, the environment, trade and commerce, revenue collection and national security
- To manage the effective and timely participation of Canadian civilian police in international peace support operations in accordance with Canada's foreign policy requirements
- To provide security for foreign missions, major events in Canada, Canadian Executives' travel, internationally Protected Persons and other foreign visitors, and to foreign residences

The services lines that deliver the programs of the Federal Policing Services and Protective Policing business lines are:

- Customs & Excise
- Federal Enforcement
- Immigration & Passport
- Marine & Ports
- Commercial Crime
- Proceeds of Crime
- Integrated Market Enforcement Teams
- Organized Crime
- Drug Enforcement
- International Operations
- Interpol
- Peacekeeping
- National Security
- Criminal Intelligence Support
- Organized Crime Intelligence
- National Operations Centre



- Intelligence Analysis
- Major Events
- International Protected Persons and Foreign Visits
- Canadian Executives
- Airport Policing
- Foreign Missions
- Canadian Air Carrier Protective Policing

### 2. Contract Policing Services

Contract Policing Services provides high quality policing within a framework of integration to provinces, territories, municipalities and Aboriginal communities who contract with the Government of Canada (PSEPC) for policing services. Contract Policing Services is responsible for:

- Investigating, detecting and preventing crime
- Enforcing the laws of Canada and of the respective province/territory
- Maintaining peace and order
- Protecting life and property

The objectives of Contract Policing Services are:

- To provide policing services to diverse communities in eight provinces (with the exception of Ontario and Québec) and three territories through cost-shared policing service agreements with federal, provincial, municipal and Aboriginal partners

The service lines that deliver the programs that support the Contract Policing Services business line are:

- Provincial/Territorial Policing Agreements
- Municipal Policing
- Aboriginal Policing
- Traffic Services
- Critical Incident Program
- Operational Systems Support Centre

### Support

#### 1. Operational – National Police Services

National Police Services support the operational activities of the Federal Policing Services, Protective Policing, and the Contract Policing Services business lines, as well as our domestic and international law enforcement partners.

The objectives of National Police Services are:

- To provide investigative tools and information to the RCMP's Federal and Contract Policing business lines and to the Canadian policing community, federal departments, law and regulatory enforcement agencies and selected foreign police organizations, including Interpol

- To provide specialized technical services – such as forensic laboratory services, identification services, computerized police information and intelligence – to the law enforcement community, and to provide advanced training services to the Canadian and International Police community and some departmental law enforcement agencies

The service lines that deliver the programs that support the National Police Services business line are:

- Technical Operations
- Information & Identification Services
- Criminal Intelligence Service Canada
- Chief Information Officer Sector
- Forensic Laboratory Services
- Canadian Police College
- National Child Exploitation Coordination Centre

#### 2. Administrative – Corporate Infrastructure

Corporate Infrastructure supports the operational activities of all RCMP business lines.

The objectives of Corporate Infrastructure are:

- To provide expert functional policies, systems, services and advice to ensure the financial viability and stability of RCMP resources
- To maintain an internal administrative policy function and ensure the delivery of strategic, client-focused, business-driven and results-oriented support and services in relation to employee development, wellness, selection and staffing, organizational development and training
- To provide an overall RCMP policy framework for the assessment of and participation in public policy debates affecting law enforcement including research and trends analysis and for future challenges involving change management

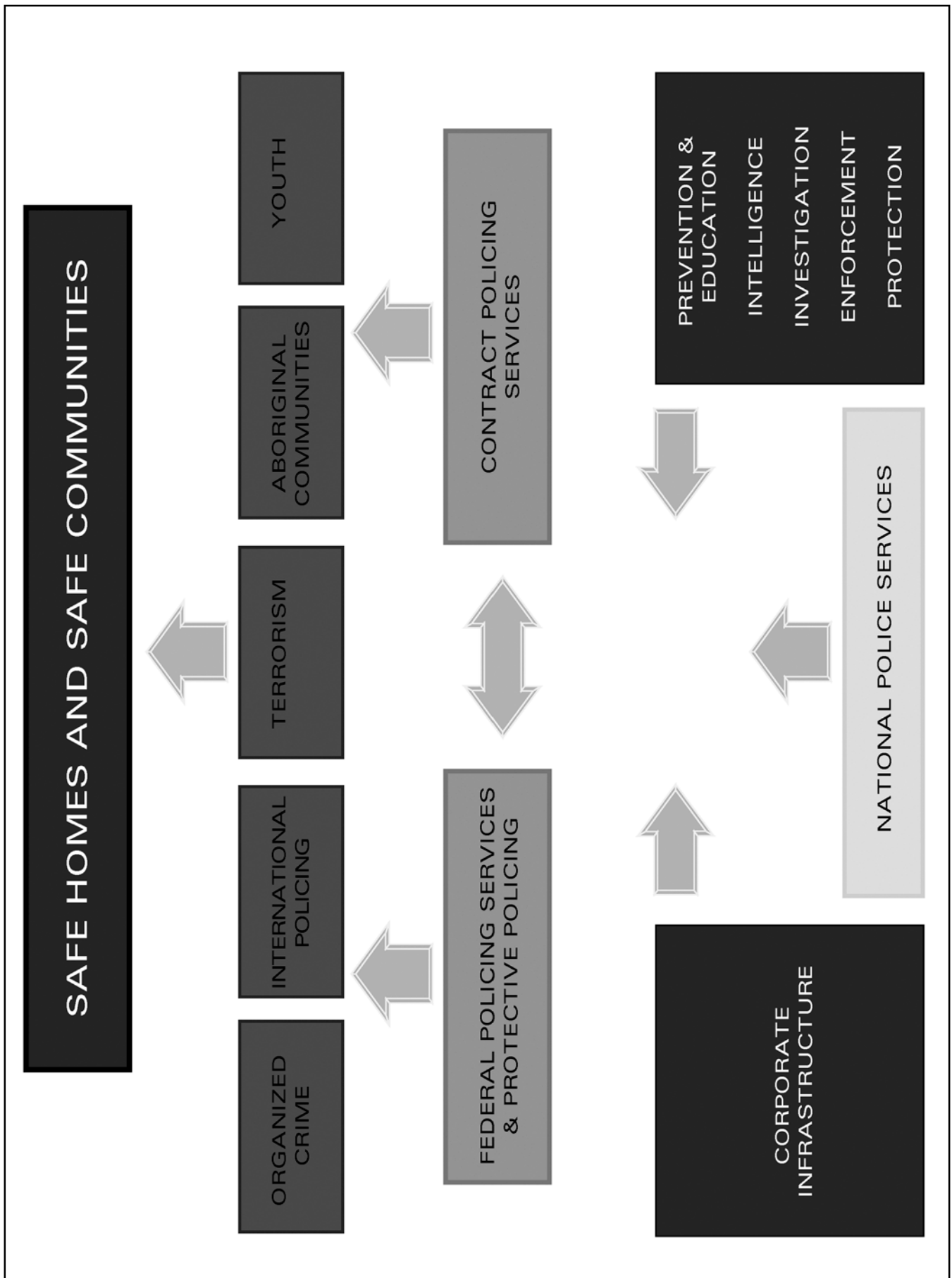
The service lines that deliver the programs that support the Corporate Infrastructure business line are:

- Strategic Direction
- Corporate Management & Comptrollership
- Human Resource Management

The diagram on the next page provides a graphic depiction of how our business line structure is aligned with our strategic priorities, and how the strategic priorities in turn, support our strategic goal.

For more information on our business lines, please visit our website at:

[www.rcmp.ca/prog\\_serv/index\\_e.htm](http://www.rcmp.ca/prog_serv/index_e.htm)



### **Our Operating Environment and Planning Context for Service / Program Delivery**

#### **Our Operating Environment**

We live in a time in which the world is moving quickly.

The RCMP, like all other law enforcement agencies, operates in a complex world with new and unique realities, economic and political globalization, technological shifts, demographic changes, shifting public priorities and constantly changing government priorities.

New policing challenges continue to emerge as globalization blurs borders and boundaries, where modern crime is sophisticated, and where technology extends and enhances the networks of terrorists and organized crime.

Furthermore, as Canada's national police force, the RCMP must continue to operate in a transparent, open and accountable manner in order to protect the parameters of our mandate and the integrity of our organization.

To keep pace with the demands of our changing environment, we need to understand the challenges we face and continually evolve as an organization.

We must regularly review the services we provide, and the way we provide them, to ensure we have the right program mix to meet the needs of Canadians and our law enforcement partners. We must remain focused on our integrated policing philosophy and continue to collaborate with and seek new partnership opportunities to achieve broader national and international objectives.

#### **Our Integrated Planning Cycle**

Strategic planning is absolutely imperative to the successful implementation of our Integrated Policing Philosophy and to ensuring that we remain a well-functioning organization. It guides decision making, facilitates effective use of resources and provides us with critical feedback. Our planning cycle is based on a continuous integrated approach and is augmented by strategic activities meant to enhance and support informed decision making.

In setting the strategic direction and policy priorities of the organization, the RCMP considers the priorities of the Government of Canada as set out in the Speech

from the Throne, the Public Safety and Emergency Preparedness portfolio, as well as those of the larger Security Intelligence community.

When considering policy and program needs, the RCMP consults and engages key partners at all levels including other government departments, in discussions around leveraging capacity towards common purposes, shared values and priorities.

The very nature of the policing services performed by the RCMP requires that sound risk management be incorporated into all aspects of our operational activities. The RCMP has moved towards a management regime based on leadership and values, well defined standards and sound risk management – with the right systems in place at all times to ensure effective control and clear accountability.

The annual planning cycle begins with the issuing of the Commissioner's Directional Statement, through which all levels of the RCMP can begin to focus on their respective responsibilities to Canadians and the plans and priorities required to enhance the delivery of our services.

The Commissioner's Directional Statement can be found at: [www.rcmp.ca/dpr/dir\\_stat\\_2004\\_05\\_e.htm](http://www.rcmp.ca/dpr/dir_stat_2004_05_e.htm)

This is followed by an Operational Strategic Outlook which is communicated to business and service lines to support them in the development of mandatory requirements and considerations for frontline service providers.

Based on the direction set in the above-mentioned documents, our performance management tool (Balanced Scorecard) allows the RCMP to make informed, rational decisions, as well as supporting strategic, intelligence-led priority-setting by monitoring progress towards defined and measurable outcomes, objectives and initiatives on a regular basis.

For more information on the Balanced Scorecard, please go to: [www.bscol.com](http://www.bscol.com)

For more information on performance management in the RCMP, please see: [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca)

We conduct a number of strategic planning exercises to support our operations. Each year we undertake a robust business planning exercise at both the national and divisional levels. The purpose of the business planning exercise is to ensure there is clear understanding of our national strategic priorities and

## Overview

our strategic outcomes, to ensure that we have the proper program/activity mix in place and that resources are allocated to ensure we are able to deliver results.

We also undertake an annual Environmental Scan to review the macro-level trends, both international and domestic, that are shaping our environment. The environmental scanning process allows us to identify emerging issues and trends at local, national and global levels. This careful monitoring supports our senior managers in identifying key risks, challenges and opportunities as part of our priority-setting and business planning, and ensures we are appropriately positioned to operate effectively in a continually-evolving environment.

Our 2004 Environmental Scan can be accessed at the following address:

[www.rcmp.ca/enviro/2004/index\\_e.htm](http://www.rcmp.ca/enviro/2004/index_e.htm)

We also measure levels of satisfaction through annual stakeholder surveys. The surveys are designed to capture baseline opinion data regarding our performance from our clients/citizens of Canada, our Contract Policing partners, our law enforcement partners, employees and other stakeholders.

Questions predominantly focus on general satisfaction areas such as our role in providing in safe homes and safe communities, the quality of service we provide, our levels of professionalism, sensitivity, community involvement, etc. Based on the survey results, we then set improvement targets and associated plans to meet those targets in an effort to protect the interests of citizens and deliver the greatest benefit for their tax dollars.

For more information on our surveys, please go to:  
[www.rcmp-grc.gc.ca/surveys/index-main\\_e.htm](http://www.rcmp-grc.gc.ca/surveys/index-main_e.htm)

Furthermore, we constantly assess the gaps between our vision for the future and reality by continually monitoring program affordability and cost-effectiveness through our financial management service model.

Our integrated planning cycle aligns our strategic, operational and financial planning cycles, as well as our business planning with strategic planning and with our program delivery. This results in a resource management regime that clearly identifies necessary resource levels to deliver the programs that Canadians expect and deserve.

The planning cycle also ties the RCMP effectively into the federal government's planning and budgeting cycle, as well as enabling the RCMP to better integrate itself into the policy and financial cycles of its provincial and municipal partners.

Taken together, our strategic planning cycle has allowed us to take steps to address the challenge of meeting higher public expectations for service, openness and accountability while ensuring we continue to focus on citizen-driven service delivery.

## External Factors Impacting our Operating Environment

### Treasury Board Secretariat – Management, Resources and Results Structure

Beginning in fiscal year 2005/2006, the RCMP will be reporting based on the Program Activity Architecture. This includes input to the government planning cycle (Annual Reference Level Update, Main Estimates, Supplementary Estimates), Parliamentary Reports (Report on Plans and Priorities, Departmental Performance Report), and the year-end financial statements provided to Public Works and Government Services Canada (Public Accounts).

The RCMP Program Activity Architecture, approved by Treasury Board Secretariat in July 2004, represents a move towards national program management within the RCMP. Unlike the PRAS, resources in the PAA are aligned under national functional or program managers. It is important to note, however, that the PAA is not an organizational structure. It is an inventory of national activities supporting strategic outcomes.

The RCMP realigned its Senior Management structure to better reflect the way the organization is managed and to harmonize and assign accountabilities in line with the Program Activity Architecture (PAA).

This realignment strikes a balance between our need to deliver key services across the country and the requirement to strengthen our involvement in key discussions and decisions regarding the safety and security of Canadians. It also highlights the importance of the critical services we provide across the country including contract policing and those of the larger law enforcement community through National Police Services.

A crosswalk from our Business Line structure to our new PAA structure is included in Section IV of this document.

## The National Security Policy

In terms of security, Canada implemented its first ever National Security Policy (NSP) in April 2004. The National Security Policy serves as the Government's framework for a more coordinated and integrated approach to national security. Six key components highlight the Policy:

- Intelligence: enhanced capacity and focus on security
- Emergency planning and management: increased preparedness and coordination; seamless national emergency management; enhanced cyber security capacity
- Public health: strengthening the frontline; enhanced capacity and response to health emergencies
- Transportation security: focus on marine security; increased surveillance and enforcement of Canadian waters and marine facilities; enhanced cooperation with US partners; aviation security
- Border security: building on the Smart Border Accord; broader approach; increased cyber security measures (i.e., biometric technology, automated fingerprint technology)
- International security: peace and security; flexible, combat-ready military; support for developing, failed and failing states to achieve peace, order and good government; specific 2004 budget funding for peacekeeping, international assistance and security issues

Since its implementation, several initiatives have been announced. For example, Canada is working with the United States to establish a North American cyber-threat early warning system and to pursue closer cooperation to enhance our collective marine defence and security.

As a key partner in the national security community, the RCMP is proactively tracking the progress of the 56 initiatives identified as part of the National Security Policy and will continue to seek out opportunities to contribute to this framework. We have designated "leads" for each of the various initiatives responsible for working with our policy centres to ensure engagement and monitoring of issues. We are also working with our partner departments and agencies on

the development of a reporting matrix that may be used universally to report on our outcomes based on our investments and initiatives.

A progress report on the implementation of the National Security Policy was released in May 2005.

It can be found at: [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca)

## The Speech from the Throne

The central goal of the Government of Canada is to improve the quality of life of Canadians – all Government policies, programs and activities are directed towards this key objective. This is reinforced through the Speech from the Throne, which serves to guide Government departments and agencies in advancing broader domestic and international policy agenda objectives. As in its recent predecessors, the October 2004 Speech from the Throne detailed a comprehensive, long-term investment strategy, with a view to building on Canada's reputation as a vibrant and socially-responsible country.

Seven key commitments hallmark the Government's actions on behalf of Canadians. These include:

- To be unwavering in the application of fiscal discipline
- To promote the national interest by setting the nation's objectives and building a consensus towards their achievement
- To pursue these objectives in a manner that recognizes Canada's diversity as a source of strength and innovation
- To aim for tangible, practical results for Canadians so they can hold their governments to account;
- To defend the Charter of Rights and Freedoms and be a steadfast advocate of inclusion
- To demand equality of opportunity so that prosperity can be shared by all Canadians
- To assert Canada's interests and project our values in the world

By delivering on our mandate and satisfying the expected results of our strategic priorities, the RCMP has played a role and made contributions towards the achievement of these Government commitments in 2004/2005.

## Overview

### Canada's Performance

*Canada's Performance Report* presents a whole-of-government account for how the federal government has contributed to the improvement of the quality of life of all Canadians and accounts for the results achieved against the resources that Canadians have entrusted to the Government to deliver on its national objectives.

The RCMP has contributed to the Government of Canada's overall objectives on a number of fronts through an ever-more integrated approach to national security.

Through our peacekeeping role and our many international partnerships, we support the Government's objective of promoting Canada's place in the world. We are involved in numerous peace support operations worldwide and continue to play an important role within the global community to bring peace, stability and development to many countries around the world. We play an important role in delivering and implementing this broader security agenda designed to further enhance the security and flow of goods and people across our borders and to strengthen intelligence and law enforcement cooperation. These efforts facilitate and encourage trade with the US, our largest trading partner, as well as contribute to strengthening our relationship with US law enforcement partners.

We also play a critical role in the Government's objective to strengthen Canada's social foundations through the services we provide everyday to communities across this country.

Through our sustainable development strategy and our contributions towards ensuring a secure and fair marketplace, the RCMP supports the government objective of creating a sustainable economy to improve the well-being of all Canadians.

We have also placed importance of working together with Aboriginal peoples and provincial and territorial governments to create the conditions for long-term success while respecting historical rights and agreements. Through culturally appropriate policing and restorative justice initiatives that are

sensitive to the needs and current realities of Aboriginal peoples, the RCMP continues to contribute to the safety of over 600 Aboriginal communities.

Canada's Performance: Annual Report to Parliament 2004 can be accessed at:

[www.tbs-sct.gc.ca/report/govrev/04/cp-rc\\_e.asp](http://www.tbs-sct.gc.ca/report/govrev/04/cp-rc_e.asp)

### Budget 2004

Budget 2004 provided an additional \$605M over five years in contingency funding to address National Security priorities such as intelligence, border protection, and marine and cyber security. The RCMP received a portion of this funding to ensure the organization has the appropriate resources to contribute to the security priorities of the Government of Canada.

### Budget 2005

Budget 2005 provides over \$1 billion to support further investments in areas related to the National Security Policy including an additional \$433M over five years to strengthen the Government's capacity to deliver secure and efficient border services.

The RCMP received a portion of this funding to ensure the organization has the appropriate resources to contribute to the security priorities of the Government of Canada.



## SECTION II – ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME

### 2004/2005 Plans and Priorities – Strategic Priorities Mapped to Business Line Accountability

The RCMP is a dynamic, highly complex organization. We work towards achieving our strategic goal by focusing on our five key strategic priorities.

It is important to note that our strategic priorities are the areas of focus to achieve our strategic goal. They do not reflect everything that the organization does – only those things most important to achieving our strategic goal.

The following set of tables provides a high level summary highlighting how our resources are deployed against our strategic priorities to ensure we deliver results for Canadians.

Not all the resources described below contribute directly to a specific strategic priority – they may contribute to other activities that support our strategic goal. This is our best effort at linking our resources to our strategic priorities for reporting purposes.

**Note:** The resource information presented below provides an accurate description of our achievements in managing our programs and services within our approved spending authorities.

*Our financial success can be attributed in large part to the ongoing review of our program mix. This continuous review process allows us to determine which services provide the greatest value, are considered essential, and have the greatest impact towards achieving our strategic priorities. The process also provides information necessary for prioritizing and, where deemed appropriate, reallocating resources to the programs and services of highest priority in order to maximize efficiencies and make the most use of our limited resources.*

*We are proud of our accomplishments in 2004/2005 and confident that we have demonstrated true value for money to Canadians. Our success over the last few years is evident in the steady increase in our approved authorities to ensure our organization meets our increasing commitments to Canadians and international communities.*

Strategic Goal – Safe Homes and Safe Communities		
Total Force Financial Resources (\$ millions)		
Planned	Authorities	Actual
\$2,948.6	\$3,101.8	\$3,047.3
Total Force Human Resources (FTEs)		
Planned	Actual	Difference
23,486	23,215	271

## Analysis of Performance by Strategic Outcome

<b>Resource Allocation by Strategic Priorities</b>		
<b>Organized Crime / International Policing / Terrorism</b>		
Each of these strategic priorities is supported by Federal Policing Services and Protective Policing		
<b>Financial Resources (\$ millions)</b>		
<b>Planned</b>	<b>Authorities</b>	<b>Actual</b>
\$712.2	\$763.4	\$714.2
<b>Human Resources (FTEs)</b>		
<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
5,063	5,079	16
<b>Aboriginal Communities / Youth</b>		
Supported by Contract Policing Services		
<b>Financial Resources (\$ millions)</b>		
<b>Planned</b>	<b>Authorities</b>	<b>Actual</b>
\$1,582.7	\$1,625.6	\$1,617.5
<b>Human Resources (FTEs)</b>		
<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
13,810	12,024	-1,786

<b>Operational Support</b>		
<b>National Police Services</b>		
Provides support to all Strategic Priorities		
<b>Financial Resources (\$ millions)</b>		
<b>Planned</b>	<b>Authorities</b>	<b>Actual</b>
\$370.7	\$407.1	\$410.8
<b>Human Resources (FTEs)</b>		
<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
1,914	2,846	932



## Analysis of Performance by Strategic Outcome

<b>Administrative Support</b>		
<b>Corporate Infrastructure</b>		
Provides support to all Strategic Priorities		
<b>Financial Resources (\$ millions)</b>		
Planned	Authorities	Actual
\$283.1	\$305.8	\$304.7
<b>Human Resources (FTEs)</b>		
Planned	Actual	Difference
2,699	3,267	568

*Note: Differences may exist due to rounding of figures. It is possible for Actual FTE utilization to exceed authorized FTE levels and for actual expenditures to exceed authorized expenditures within business lines of a government department. These variances may result from factors such as in-year organizational restructuring, internal reallocation of FTEs or budgets based on priority-setting activities, new projects, growth to existing projects and/or as a result of unplanned events occurring during the year.*

The remainder of this section explains the significance of each of our strategic priorities and provides a detailed summary of the key performance results achieved against each, as well as a brief outlook on areas that will be addressed in the future.

The section also provides a summary of the results achieved against the four Government Management Initiatives that the RCMP contributed to in 2004/2005.

Should you require further details on any of our strategic priorities or the programs/projects/initiatives highlighted in this section please refer to the Notes Section at the end of this report for organizational contact information.

## ***Analysis of Performance by Strategic Outcome***

### **1. ORGANIZED CRIME**

#### **Why Organized Crime is a strategic priority:**

Organized crime is a complex global public safety issue that poses significant negative effects on society that go beyond pre-defined groups based on ethnic or geographic links. Fluid, highly sophisticated organized crime networks and their illegal activities continue to pose the primary threat to public safety and security in the developed world. According to the United Nations, the drug trade and organized crime have made money laundering the second largest global industry with the circulation of "dirty" money estimated at well over \$1 trillion worldwide. The impacts of organized crime also go far beyond monetary effects. Violence, intimidation and corruption are mainstays of many organized criminal groups. They affect public confidence in our most fundamental sources of solace and security – our homes, neighbourhoods and communities.

A great deal of international attention is being placed on the relationship between organized crime and societal destabilization in underdeveloped parts of the world. Organized crime exploits the vulnerabilities of developing countries to strengthen its operations in Canada and in other parts of the developed world. When Canadian-based organized crime operates abroad, it impedes the healthy development of cultures and institutions and diverts large amounts of income from the areas that are often the most in need. This results in stronger criminal organizations and weaker societies which are ill-prepared to combat them.

Canada, as part of the international community, is faced with an array of complex and challenging criminal threats, made all the more difficult to deal with by the extraordinary interconnectedness of our increasingly global society. Facilitated by technological advances, particularly in the area of information technology, organized crime has been able to diversify and expand its criminal reach, domestically and internationally, and its portfolio of criminal activities.

Though its presence in Canadian communities is not always readily apparent, Canadians across the country continue to be negatively affected by the often subtle yet complex effects of organized crime. Organized crime has serious and multi-faceted socio-economic repercussions that are present in every region of the country. Lost tax revenue at all levels of government and economic losses to private enterprise result in lost jobs and investment opportunities, as well as higher taxes, prices and insurance premiums. Violence and intimidation, aspects of organized crime, are frequently visible to the public and pose a direct threat to the safety of citizens and communities.

The negative impact that organized crime has on Canada's society, economy and institutions, seriously threatens our quality of life. In addition, law enforcement intelligence suggests organized criminal activities have funded groups who are threats to the integrity and security of the Canada/US border and consequently are a threat to each country's national security.

As organized crime has a high capacity for organization, both domestically and at the global level, law enforcement agencies cannot allow themselves to be limited by geography and jurisdictions. Given the complexity of the inner workings and criminal activities of organized crime, law enforcement must work together to collectively combat organized crime. The development and free flow of timely, quality criminal intelligence and information is necessary to enable leaders in the law enforcement community to make strategic decisions on policies, enforcement priorities and resource allocation.

This coordination, sharing and use of criminal intelligence are critical to our success in countering the growth, sophistication and interconnectedness of organized criminal groups. Through leadership and partnerships, we will continue to develop and implement strategies and tactical plans to impact organized crime threats on a priority basis. More information on the impact of organized crime on the daily lives of Canadians must be provided to aid the fight against criminal organizations. Education enables both the RCMP and the Canadian public to better comprehend the very real and substantial effects that organized crime has on their personal and professional lives. By engaging the public and private industry through education and awareness of their role in reducing the demand of illicit products, we will enhance our capacity to prevent the economic loss caused by organized crime groups. By reducing the demand, we will also reduce the victimization of Canadians and the many psychological and sociological impacts of organized crime worldwide.

#### **Strategic Outcome**

- Reduce the threat and impact of organized crime

#### **Outcome Statement**

- Disrupt and dismantle organized criminal groups

#### **Intermediate Outcomes**

- Effective organized crime investigations, both domestically and internationally
- Greater awareness of the effects of organized crime through prevention and education

## ***Analysis of Performance by Strategic Outcome***

### **Immediate Outcomes**

- Improved detection and targeting of organized crime offences and groups
- Enhanced ability to investigate organized crime offences / groups

### **Business Line / Key Program Accountability**

- Federal Policing Services (FPS)
- Protective Policing Services (PPS)
- National Police Services (NPS)
- Corporate Infrastructure / Strategic Direction (SD)

### **Plans and Priorities**

- Conduct effective investigations – enhance our capability and capacity to effectively conduct investigations to ensure safe homes and safe communities (FPS)
- Ensure data quality/integrity of operational data – including timeliness, accuracy, completeness, validity and reliability (FPS)
- Be intelligence-led – operationalize the Ops model through effective, intelligence-based priority setting and decision making (FPS)
- Expand collection and sharing of information and intelligence, both domestically and internationally, by facilitating greater contribution from both RCMP personnel and external partners; developing new sources of information, and collecting information on new and emerging subject areas (FPS) (NPS – CISC, I&IS)
- Build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (PPS) (FPS) (SD) (NPS – CISC)
- Contribute to public policy – provide valued input into public policy decision making regarding national and international issues (FPS) (SD) (NPS – CISC)
- Enhance integrated multi-disciplinary teams – from internal and external resources to leverage the expertise and knowledge base, and to enhance capacity to achieve operational priorities (FPS)
- Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most up-to-the-minute criminal history information in as timely a manner as possible (NPS – I&IS)
- Contribute to the fight against organized crime by providing advanced courses and specialized training to the RCMP and all other Canadian police officers, particularly in the areas of organized and multi-jurisdictional crime (NPS – CPC, CISC)

- Communicate effectively – ensure that employees and relevant national and international communities are aware of the strategic direction, roles and responsibilities of Federal Policing Services (FPS) (SD)
- Reduce crime through prevention and education – reduce the demand and minimize the opportunities which are beneficial to organized crime through proactive prevention and education (FPS) (NPS – CISC)
- Coordinate the national intelligence collection plan on behalf of the entire Canadian law enforcement community (NPS – CISC)
- Produce integrated national and provincial threat assessments on organized and serious crime affecting Canada (NPS – CISC)
- Ensure that the Automated Criminal Intelligence Information System (ACIIS), the national criminal intelligence database, continues to meet the needs of the criminal intelligence community (NPS – CISC)
- Produce and deliver timely intelligence products and services allowing clients, partners and stakeholders to make strategic decisions relating to organized crime (NPS – CISC)
- Optimize enabling science and technology – optimize use of internal and external information systems/data and develop new processes to address gaps (FPS) (NPS – CIO / Technical Operations)

### **Key Partners**

PSEPC (SGC); Department of Justice (DOJ); Transport Canada (TC); Canada Border Services Agency (CBSA); Canadian Air Transport Security Authority (CATSA); Department of Finance; Health Canada; Bank of Canada; Industry Canada; Canadian Heritage; Correctional Service of Canada (CSC); Citizenship and Immigration Canada (CIC); Foreign Affairs Canada (FAC); Department of National Defence (DND); Organization of American States (OAS); Inter-American Drug Abuse Control Commission (CICAD); First Nations Communities; United Nations Civilian Police; United States Immigration and Naturalization Services; Financial Transaction and Report Analysis Centre of Canada (FINTRAC); Forensic Accounting Management Directorate (FAMD); Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); private industry (e.g., Canadian Bankers Association; international airlines); Canadian Association of Chiefs of Police (CACCP) – Organized Crime Committee; International Association of Chiefs of Police (IACP); Canadian and foreign law enforcement agencies; and municipal, provincial, territorial agencies responsible for health, education and corrections

## Analysis of Performance by Strategic Outcome

Reduce the threat and impact of organized crime – Exceeded expectations	
Key Performance Measures	Key Performance Results
<ul style="list-style-type: none"> <li>Number of priority organized crime (OC) groups disrupted (Organized Crime groups: the <i>Criminal Code</i> of Canada defines a "criminal organization" as a "group comprised of three or more persons which has, as one of its primary activities or purpose, the commission of a serious offence(s), which likely results in financial gain". Priority: the RCMP has selected National Enforcement and Intelligence priorities based on the CISC Annual Intelligence Reports and intelligence tools such as SLEIPNIR.)</li> </ul>	<ul style="list-style-type: none"> <li>29 priority organized crime groups, a 32% increase over the results of 2003/2004</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of OC projects/investigations that are based on SLEIPNIR threat assessments (SLEIPNIR: analytical technique for determining relative levels of threat posed by organized crime groups)</li> </ul>	<ul style="list-style-type: none"> <li>When comparing with 2003/2004 baseline, an 9% increase to 85% of organized crime projects/investigations were based on SLEIPNIR threat assessments</li> </ul>
<ul style="list-style-type: none"> <li>Number of other OC groups disrupted (Other: this refers to all other OC groups which are not included in the National Enforcement and Intelligence priorities)</li> </ul>	<ul style="list-style-type: none"> <li>46 other organized crime groups were disrupted</li> <li>Dismantled 570 Marihuana Grow Operations, seizing 248,468 plants, \$4.2M in cash, \$2.4M in assets and arrested 292 individuals</li> <li>Seized 36 Clandestine Labs, 2,495 kg of MDMA, MDP2P and Methamphetamine were seized leading to the arrest of seven individuals</li> <li>Seized 176,595 cartons of cigarettes (an increase of 514% since 2001) and 123,043 kg of fine cut tobacco (an increase of 8486% since 2001)*</li> <li>Seized over \$69.6M dollars in genuine currency (Canadian and foreign) in 2004*</li> <li>Seized over \$3.4M in counterfeit Canadian currency, mostly in \$20 (more than 100,000 notes) and \$100 (more than 10,000 bills), representing an increase of 1681% in circulated \$20 and 38% increase of \$100 over 2001*</li> <li>Seizures of methamphetamines has climbed from 1,793 units in 2001 to 35,655 units in 2004 (over 1800%)* <i>*figures obtained from MISIII as of July 2005</i></li> </ul>
<ul style="list-style-type: none"> <li>Percentage of clients satisfied with the RCMP's work in reducing the threat and impact of OC</li> </ul>	<ul style="list-style-type: none"> <li>90% satisfaction with RCMP as a valuable partner in "reducing the threat and impact of organized crime" – an 11% increase since 2003</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of highest priority OC groups targeted for investigation</li> </ul>	<ul style="list-style-type: none"> <li>83% of national priority files investigated by an integrated multi-disciplinary team, thereby leveraging the resources and the expertise of our membership</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of federal operational files evaluated through PROOF (PROOF – Priority Rating of Operational Files)</li> </ul>	<ul style="list-style-type: none"> <li>From 51% in 2003/2004, this year over 75% of our operational files were priority rated, thus allowing us to direct our finite resources more efficiently and adequately</li> </ul>

## ***Analysis of Performance by Strategic Outcome***

<ul style="list-style-type: none"> <li>Number of "formal" interactions with "policy making" fora</li> </ul>	<ul style="list-style-type: none"> <li>FIO's senior management team was involved in over 250 "formal" interactions with "policy making" fora such as Security and Prosperity Partnership, Cross Border Crime Forum, National Coordinating Committee on Organized Crime, and Interdepartmental Maritime Security Working Group</li> <li>RCMP held the first National Conference on Marihuana Grow Operations, bringing public and private stakeholders together to discuss the issue of marihuana grow operations. Initiatives to combat MGOs were agreed to and work was initiated in the following areas: Information Sharing, Sentencing, Safety Guidelines / First Responders, Awareness and Messaging, Property Protection, Hydro Best Practices, Forfeiture and Improve Data Collection</li> <li>FIO co-hosted with the CBSA and the US ATF the Canada/US Tobacco Diversion Workshop – Ft. Lauderdale, FL, USA – September 14 to 16 2004. The purpose of the workshop was to identify strategic objectives and suggest proposals in order to counter the illicit tobacco trade in Canada and the United States</li> <li>In addition to several small regional conferences involving external partners such as the private sector and CBSA, FIO hosted an Intellectual Property Right (IPR) Crime Investigator's Workshop with over 130 participants representing domestic and international enforcement partners, thereby providing a forum for the training of investigators and the exchange of best practices. This Workshop was the largest IP Crime Investigator's workshop to have ever been held in North America</li> <li>A conference held between a variety of government representatives, members of the RCMP, representatives of Municipal/Regional/Provincial Police Forces, US authorities and others involved with the Marine &amp; Ports Initiatives met. This workshop proved highly successful. This conference served as a basis to better coordinate our common efforts in the marine security and, in particular, advancing the National Port Enforcement Teams (NPET) mandate</li> <li>Criminal Intelligence Service Canada provided a forum for criminal intelligence officers to share new techniques, trends, best practices, and to close intelligence gaps</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of Federal Units conducting data quality/integrity reviews</li> </ul>	<ul style="list-style-type: none"> <li>All Federal units are conducting data quality/integrity reviews thereby improving decision making by providing timely and accurate data</li> </ul>
<ul style="list-style-type: none"> <li>Number of integrated training and development projects with international partners</li> </ul>	<ul style="list-style-type: none"> <li>12 integrated training and development projects with international partners including Counterfeit Investigative Courses; POC training for the Caribbean and Bahamas police forces; International Observer Attachment Drug Enforcement Program with Latin America; Caribbean and Asian &amp; Middle East police officers; Caribbean Undercover Program; Training and deployment of peacekeepers to Côte d'Ivoire, Jordan and Haiti; Human trafficking training; IBET intelligence workshops</li> </ul>
<ul style="list-style-type: none"> <li>Number of formalized agreements with external partners on joint strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>Six formalized agreements with external partners on joint strategic priorities were reviewed and/or signed including letters of agreement with Sûreté du Québec for Peacekeeping and Interpol, as well as MOU with Passport Office</li> <li>Departmental Security Branch (DSB) has 12 formal agreements in support of classified information systems sharing with provincial and municipal law enforcement and public safety agencies</li> <li>Technical Operations has developed technical agreements for development of operational technologies with ten international law enforcement and national security agencies</li> </ul>

## Analysis of Performance by Strategic Outcome

<ul style="list-style-type: none"> <li>Number of units with a plan to develop strategic partnerships</li> </ul>	<ul style="list-style-type: none"> <li>All units focused on strengthening and building new strategic partnerships</li> <li>In consultation with DFAIT, the Canadian Air Carrier Protective Program (CACPP) continues to strengthen its partnerships with trans-border and international Air Marshall partners. New international partnerships were increased by 200% and trans-border partnerships were increased by 88%</li> </ul>
<ul style="list-style-type: none"> <li>Number of additional divisions with Combined Forces Special Enforcement Unit (CFSEU)-modeled teams</li> </ul>	<ul style="list-style-type: none"> <li>CFSEUs are now in place in seven locations across Canada: Vancouver, Edmonton, Calgary, Greater Toronto Area, Golden Horseshoe, Cornwall and Montreal. All units focused on strengthening and building new strategic partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of unsuccessful (non-conviction) investigations (2350) reviewed to identify investigative gaps</li> </ul>	<ul style="list-style-type: none"> <li>All unsuccessful (non-conviction) investigations (2350) reviewed to identify investigative gaps leading to changes in policies. This emphasized that we must have policy relevant to operational needs and the need for our members to always prudently consider these policies in the course of any operational policing duties</li> </ul>
<ul style="list-style-type: none"> <li>Number of new prevention and education campaigns undertaken</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the national programs for Organized Crime Awareness, Border Awareness and Merchants Against Money Laundering, RECOL has developed three public service announcements around telemarketing</li> </ul>
<ul style="list-style-type: none"> <li>Number of prevention and education programs evaluated for impact/ effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>The Drug Abuse Resistance Education (DARE) prevention and education programs were evaluated for impact / effectiveness. The report highlighted 11 recommendations focused on refinements to the DARE grade 7/8 curriculum, its implementation and future research needed to assess its effectiveness. The authors unanimously stress the importance of moving to longitudinal studies of students exposed to DARE, using the current evaluation as a stepping stone</li> <li>Over 57,500 Canadians attended presentations at their school, community or workplace on various drug related issues</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of national priority files investigated by an integrated multi-disciplinary team</li> </ul>	<ul style="list-style-type: none"> <li>89% of all national priority files were investigated by an integrated multi-disciplinary team thereby leveraging the expertise and knowledge base</li> <li>Continuation of efforts to co-locate intelligence resources from the core partners of the Integrated Border Enforcement Team program across the shared border, to facilitate information-sharing and joint, intelligence-led operations</li> <li>Joint completion of a third "Risk Assessment" of the Integrated Border Enforcement Team international initiative by all core IBET partners, which has resulted in improvements to the program and identified best practices regarding intelligence-sharing and joint international operational efforts against organized crime</li> </ul>
<ul style="list-style-type: none"> <li>Number of new training programs developed</li> </ul>	<ul style="list-style-type: none"> <li>Five new training programs were developed including Major Case Management for IMETs, Expert Witness Program under Proceeds of Crime Branch, Drug Recognition Expertise and Drugs in the Workplace training</li> <li>The Technological Crime program has developed a "tactical use of the Internet" training program for law enforcement</li> <li>The Explosives Disposal and Technology Program has developed two intervener level Chemical/Biological/Radiological/Nuclear (CBRN) response training packages for CBRN responders</li> </ul>

## Analysis of Performance by Strategic Outcome

Additional Key Performance Measures	Additional Key Performance Results
<ul style="list-style-type: none"> <li>Number of new projects developed in partnership with the NPS (CIO and Technical Operations) to optimize enabling science and technology</li> </ul>	<ul style="list-style-type: none"> <li>Seven new projects were developed in partnership within NPS (CIO and Technical Operations) to optimize enabling science and technology such as PROS deployment in the Liaison Officers community, enhancements to RECOL, Drug Recognition Expertise Testing Instruments, and Data banks for specially trained personnel</li> </ul>
<ul style="list-style-type: none"> <li>Number of strategic intelligence products developed and/or delivered</li> </ul>	<ul style="list-style-type: none"> <li>Key intelligence products developed in 2004/2005 were:                             <ul style="list-style-type: none"> <li>Integrated National Collection Plan</li> <li>Integrated Provincial and National Threat Assessments on Organized and Serious Crime in Canada</li> <li>Annual Report on Organized Crime in Canada</li> <li>Strategic Early Warning methodology and Assessments (Sentinel)</li> <li>Threat assessments on specific organized crime activities</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Number of enhancements made to ACIIS</li> </ul>	<ul style="list-style-type: none"> <li>ACIIS user community was expanded and numerous enhancements were made to the system</li> </ul>
<ul style="list-style-type: none"> <li>Number of courses on organized crime offered and number of students attending</li> </ul>	<ul style="list-style-type: none"> <li>3,100 attended courses at the Canadian Police College – many of these courses integrate curriculum on organized crime</li> <li>Criminal Intelligence Service Canada, in partnership with CID, provided criminal intelligence training to 118 law enforcement personnel and partner agencies in various areas of organized crime and the intelligence process</li> <li>During 2004/05, the National Weapons Enforcement Support Team (NWEST) provided training and expertise to frontline police officers to deal better with weapons at scenes of domestic disputes as well as with weapons recovered at scenes of crime, many of which are linked to individuals that have ties to organized crime – approximately 700 police officers trained through the firearms trafficking school as well providing 919 lectures to 12,140 participants</li> <li>In 2004/2005, Technical Security offered 35 different courses and awareness sessions were offered to a total of 1,237 students                             <ul style="list-style-type: none"> <li>12 IT Security Awareness sessions to 347 students</li> <li>16 IT Security courses to 529 students</li> <li>7 Physical Security Courses to 361 students</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Percentage of Canadian citizens who believe that the RCMP plays a valuable role / fulfills its strategic priority of reducing the threat and impact of organized crime</li> </ul>	<ul style="list-style-type: none"> <li>From previous years, the percentage of citizens who agree with the statement that the RCMP plays a valuable role and fulfills its strategic priority of reducing the threat and impact of organized crime has increased from 48% to 57% in 2005</li> </ul>

## ***Analysis of Performance by Strategic Outcome***

### **Contributions towards reducing the threat and impact of Organized Crime:**

The RCMP is a valuable partner to federal departments and law enforcement agencies in the fight against organized crime. We have increased the number of priority OC groups disrupted in 2004/2005 by 32% over the previous year, with significant seizures and arrests towards our goal of safe homes and safe communities. Taking members of criminal organizations off the street and seizing their assets actively reduces their capacity to sustain criminal operations/activity. As we are faced with more complex and costly investigations, we have used prioritization tools such as PROOF and SLEIPNIR, refined our operational policies based on our review of unsuccessful investigations, outlined an Organized Crime Strategy, and developed a Quality Assurance guide for data quality/integrity review of our federal units. Furthermore, in order to focus and ensure optimization of our efforts, FPS completed the Federal Policing Review (bringing together the A-base review, the Investigative Capacity Gap review and multiple program reviews) allowing us to improve our resource management. (FPS)

The RCMP continues to provide reliable, timely, and actionable intelligence on organized crime, and it will enhance its ability to direct its resources to isolate and assess emerging threats and trends in organized criminal activity in Canada and abroad. We are confident that integrated initiatives with Canadian law enforcement agencies and Criminal Intelligence Service Canada (CISC) will ensure a coordinated response to the threat posed by organized crime. We will expand and refine our consultation with key stakeholders in the law enforcement community. Success will be measured by consulting with our clients and partners on the value and timeliness of the criminal intelligence we provide. (CID)

Enforcement activities need to be supported by awareness and education of Canadian citizens and industries in order to fully achieve our strategic outcome of reducing the threat and impact of organized crime. A study on the Fear of Organized Crime in British Columbia reports that almost half of all adults in BC (47%) are somewhat or very worried that they or their family may become a victim of organized crime. Although Canadians support increased investment in organized crime above most other types of security investment and they believe that their community will be affected by organized crime, there

is a growing number who say that they have not been personally affected by organized crime (EKOS Security Monitor 2004 Study). An OC Awareness presentation demonstrated a large misunderstanding of how OC affects the lives of citizens; participants' perception of OC affecting their lives increased by 90% when comparing evaluations before and after the presentation. (FPS)

Technology developments, better data collection and validation, and a platform that will accommodate new service options will allow the Real Time Identification (RTID) system to positively impact the Canadian police community's ability to gather and analyze criminal information that will provide intelligence on organized criminal activities. (NPS)

CISC's strategic products and services – including the integrated national intelligence collection plans, provincial and national threat assessments, the *Annual Report on Organized Crime in Canada* and the Sentinel strategic early warning assessments – are relied upon to fully realize the goals of partnership building, seamless integration and intelligence-led policing. (NPS)

Outcomes like the CISC National Collection Plan process and the resulting integrated National and Provincial Threat Assessments illustrate the benefits of having a national network like CISC as it is through these integrated efforts that law enforcement continues to gain a clearer and more comprehensive picture of organized crime in Canada. These assessments enable informed decision making by senior law enforcement management on issues such as resource allocation, operations and effective enforcement strategies. (NPS)

As a lead agency for the Government of Canada in the fields of information technology (IT) security and physical security, the plans and priorities of the RCMP focus on imparting advice and guidance, developing technical documentation, providing training and providing technical security inspections. The courses and awareness sessions contribute to ensuring government employees have the proper training and awareness of current IT and physical security tools, techniques, threats and vulnerabilities to defend the Government's assets and systems against criminals. Organized crime elements are potentially prevented from corrupting systems and stealing information for profit, and from stealing medium or high value assets. (NPS)



### **Programs/Projects/Initiatives of Special Interest**

**Project Diversion** – On September 16, 2004, over 200 officers from the RCMP, Customs, CBSA, DEA and municipal PDs worked together to bring Project Diversion (a large scale, international methamphetamine investigation) to a conclusion. The integrated investigation involved the DEA, OPP, Thunder Bay PD, four RCMP Divisions, CBSA, Canada Customs and a variety of other municipal forces. The amount of precursor seized was in the hundreds to thousands of pounds, with a street value of over 100M dollars. The DEA indicated that our actions had a significant impact on the methamphetamine traffic in the USA. (FPS)

**Project Essen** – Ten arrests took place on January 21, 2005 concluding an 18-month investigation of the BC Hells Angels. The arrests included the serving president of the Vancouver Chapter, two full members of the clubs, one recently expelled member, three Renegade members including the president and sergeant at arms, and a number of associates who face significant drug, weapons and stolen property offences. This investigation is significant in that it is the first major success of this magnitude against the Hells Angels. It is also important for the fact that it has no doubt precluded the Renegades Motorcycle Club from achieving any further elevated status any time soon. Experience in other jurisdictions has taught us that this type of enforcement action is often the key to preventing or slowing the spread of the Hells Angels organization. (FPS)

**Counterfeit Analysis Project** – The main objective of the Counterfeit Analysis Project is to provide information and analysis to the Bank of Canada and law enforcement agencies.

A National Counterfeit Enforcement Strategy is being developed in response to a need for greater enforcement of Canada's criminal laws pertaining to counterfeit currency. This strategy is the result of combined efforts by the Bank of Canada and RCMP. The RCMP is presently developing a strategy to set up Integrated Counterfeit Enforcement Teams (ICETs) and coordinators in strategic locations across Canada. These ICETs will make use of the Counterfeit Analysis Project to assist them in their investigations and public education initiatives. The counterfeit analysis project provides the capability to conduct strategic and tactical analysis of currency counterfeiting and is a free resource to investigative agencies. Many agencies are

unaware of the services we provide; however, we expect that the counterfeit strategy and ICETs should increase awareness of our services to other law enforcement agencies. The creation of ICETs within the "counterfeit strategy" will have a significant impact on the reduction of counterfeit currency activity. (FPS)

**Human Trafficking Team** – On April 12, 2005, for the first time ever, charges were laid under a new piece of federal legislation designed to combat human trafficking. An 11-month investigation into an acupuncture therapy centre resulted in a series of charges being filed against one individual alleging that he had brought women into Canada under false pretences and forced them into prostitution. (FPS)

**National Ports Enforcement Teams (NPETs)** – The National Ports Enforcement Teams (NPETs) were established in 2003 to conduct investigations of federal offences involving Canadian seaports. The priorities of such investigations are national security and organized crime investigations at the three major ports of Canada – Vancouver, Montreal and Halifax. NPETs are composed of partners from federal, provincial and municipal law enforcement agencies. In its federal role, the RCMP, in cooperation with law enforcement agencies including municipal or provincial police departments of jurisdiction, DND, DFO, CCG and CBSA, make a concerted effort to combat criminal activity at the ports. (FPS)

**Liaison Officer Program** – More and more of our investigations involve significant international components. The RCMP maintains Liaison Officers in 25 strategic international locations to develop criminal intelligence and pursue criminal investigative activity. The Liaison Officers are active in partnership with foreign law enforcement agencies in pursuing Canadian investigations or criminal activities beyond Canada's borders directly impacting or associated to Canada. These investigations also involve national security-related criminal offences. In 2004, as a result of changing trends in transnational criminal activity, a number of Liaison Officer positions were reallocated to new strategic locations in order to increase the channels for sharing of information and also to enhance the accountability and integrity of the information sharing process in dealing with our foreign counterparts. In order to enhance our capacity to effectively and efficiently investigate organized crime and terrorism-related activities, Liaison Officers were reallocated from existing Liaison Offices to open new offices in Brazil (Brasilia),

## ***Analysis of Performance by Strategic Outcome***

Jordan (Amman), Malaysia (Kuala Lumpur), Morocco (Rabat), South Africa (Pretoria), and the United Arab Emirates (Dubai).

**Armed Shipboarding Capabilities** – Armed shipboarding capabilities were enhanced through training. This training included Emergency Response Teams (ERTs) trained in Marine Intervention Techniques on the east and west coasts. The Basic Marine Intervention Training Course was updated and revised in 2005. (FPS)

**Canadian Police Information Centre (CPIC)** – To assist in the fight against organized crime, the RCMP provides law enforcement agencies and the courts with access to 3.5M criminal record files through the Canadian Police Information Centre (CPIC) system. In 2004, there were:

- 33 million queries made to the CPIC system for criminal record requests
- 418,000 requests for non-criminal fingerprint screenings and 500,000 non-criminal security clearance queries made by federal departments
- 540,000 criminal record file updates received, with 155,000 new offenders added
- 16,000 pardon requests received
- 260,000 refugee record files (42,000 new refugee applicants) (NPS)

**Automated Fingerprint Identification System (AFIS)** – The recent installation of the bidirectional interface between the RCMP's Automated Fingerprint Identification System (AFIS) and the FBI's Integrated Automated Fingerprint Identification System (IAFIS) allows the electronic exchange of fingerprint and criminal records data. (NPS)

**National Institute of Standards and Technology (NIST)** – The RCMP has been working towards strengthening partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute of Standards and Technology (NIST) standards for the electronic exchange of fingerprint and other data. (NPS)

**National Weapons Enforcement Support Team (NWEST)** – The Government has renewed its commitment to combat the illegal use of firearms by providing ongoing funding for NWEST for an additional five years. With the addition of a tactical analysis unit, NWEST will work with Criminal Intelligence Directorate (CID), Criminal Intelligence Service Canada (CISC), Criminal Intelligence Service Ontario (CISO) and

Integrated Border Enforcement Teams (IBET) in developing strategic and tactical analysis of weapons smuggling, illegal movement of weapons within Canada, and identifying organized groups behind these illegal activities. In 2004/2005 NWEST provided assistance in 547 searches to approximately 150 police agencies and assisted with prosecutions with its 12 court recognized expert witnesses. (NPS)

**Integrated Ballistics Identification System (IBIS)** – IBIS digitally captures images of bullet and cartridge case evidence, stores them in a database, and performs automatic computer comparisons that are ranked according to the likelihood of a match. Through its unprecedented search and comparison capability, IBIS literally completes searches in minutes. Thirty countries currently make use of this technology. The first IBIS instrument acquired by the RCMP was installed in 2002 and to date over 80 serious crimes have been linked. Partnership agreements are in place with other Canadian forensic laboratories to facilitate the exchange of information, quickly linking firearms used in crimes to crime scenes. The strategic contribution from the IBIS technology is to permit crimes to be linked in circumstances in which the police are unlikely to detect the linkages solely by investigation, and which allow investigators dealing with crimes separated in time or by distance to pool their information. (NPS)

**Canadian Integrated Ballistics Identification Network (CIBIN)** – The IBIS network is being upgraded and is now known as the Canadian Integrated Ballistics Identification Network (CIBIN). CIBIN is in the process of being connected with its US counterpart, the National Integrated Ballistics Information Network (NIBIN). The network will allow the linking of crime scenes involving firearms between Canada and the United States. (NPS)

**Firearms Reference Table (FRT)** – The FRT database is the largest database of its type in the world, containing over 100,000 individual firearms descriptions from some 25,000 firearms families, plus over 20,000 images of firearms, an illustrated glossary, and a database of firearms logos and crests. The FRT is used by police to identify firearms accurately for tracing purposes, as well as for inventory of seized firearms, and to classify firearms according to Canadian law to validate possession by individuals. The FRT is used by the Canadian Firearms Registry (CFR) to provide an official description of firearms recorded in the firearms registry. The FRT is

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also used by the Canada Border Services Agency (CBSA) and the Industry and Trade Canada (ITC) Export-Import Permits Office to identify and classify firearms. (NPS)

**Diamond Source Data Base** – Newly acquired knowledge regarding the diamond industry and rough diamond identification is being shared with frontline RCMP investigators and other law enforcement agencies. Diamond awareness training is directly applicable to investigations and enforcement of Canada's new *Export and Import of Rough Diamonds Act* (EIRDA). (NPS)

**The National Sex Offender Registry (NSOR)** – The National Sex Offender Registry was implemented nationally on December 15, 2004. To date, two registered offenders have been charged with failing to comply. A national policy was developed by the RCMP for the NSOR which is also used by the Ontario Provincial Police and the Sûreté du Québec. Training was provided to employees of Provincial Sex Offender Centres from every province. A comprehensive training program has also been made available to all Canadian Law Enforcement Agencies via e-learning. (NPS)

**Emergency Response Team (ERT)** – The National Capital Region Emergency Response Team has built considerable strategic partnerships for sharing of tactical and training expertise, as well as operational assistance to key partners such as the Ottawa Police Service Tactical Unit, Gatineau Police, Sûreté du Québec and Department of National Defence. (PPS)

**Modernization of Investigative Techniques Act** – Technical Operations, in conjunction with PSEPC, has developed draft proposals for legislation to support lawful access to private communications (the *Modernization of Investigative Techniques Act*), the *Criminal Code* amendments to address these changes, and the *Criminal Code* amendments required to support ratification of the Council of Europe Convention on Cyber-Crime. (NPS)

**Reporting Economic Crime Online (RECOL)** – RECOL is dealt with as part of Measures to Combat Organized Crime, and more specifically under Mass-Marketing Fraud. The service provides easy online access to information on economic crime such as consumer fraud, counterfeiting and computer-related offences, as well as its impact on Canadian society. It now includes the Reporting Economic Crime Online (RECOL) System. To use RECOL, individuals first create

a secure profile that only they can access. They then submit their complaint, which is forwarded to the appropriate law enforcement agency. The website also includes tips about the information needed to provide evidence. One of the key benefits of RECOL is the opportunity to interact anonymously with the police, whether Canadians are seeking information or would like to submit a complaint. Over time, this anonymity will encourage more individuals to report the economic crimes they have witnessed, contributing to greater public safety. (FPS)

**Bridging the Gap** – This program has been implemented to help RCMP employees become the very best at the work they do. Facilitated through a common sense approach, this partnership between Operations and Human Resources gives operational units the tools they need to identify both strengths and areas for improvement, helping employees and their supervisors come up with practical ways to bridge any gaps, if any, between current and peak performance. In addition, this also helps ensure the RCMP's limited resources are delivering "bang for the buck", by linking day-to-day work at the unit level with the highest priorities of the organization. Bridging the Gap now has 63 active sites. Additional sites are being planned to accelerate deployment of the program. (HR)

**Investigator's Toolbox** – An interactive tool developed in cooperation with the Chief Information Officer (CIO) Sector, this Learning and Development initiative features a virtual "toolbox", complete with several components to support investigators in their response to criminal investigations. Components include access to checklists, case law, relevant policy, strategies, sample forms and content material. (HR)

**Competency-based Management Project** – The RCMP has adopted competency-based management to support all human resources activities. This project enables Human Resources to improve its service delivery to Operations through the creation of competency profiles for the work every employee of the organization is performing. The development of profiles includes the direct involvement of those doing the job, subject matter experts and key stakeholders. It will also ensure competency profiles are meaningful to both employees and the organization. Competency profiling projects are underway with various operational client groups; several are now complete. Eventually, all RCMP employees will be selected, evaluated, developed and promoted based on competencies that support operational and organizational goals and objectives. (HR)

## ***Analysis of Performance by Strategic Outcome***

### **Looking Forward**

Although the number of disrupted OC groups reflects the success of our investigative efforts, it does not speak directly to the reduction of the threat and impact of OC. Next year, we will report the number of disruptions as a percentage of the total number of known OC groups operating in Canada, thereby providing us with an indicator of how we are impacting the "OC community". Each disruption will be assessed to determine the level of impact it had on the financial, personnel and core business of the OC group disrupted. In tandem with these efforts, we will be researching past disruptions to assess the time, level of disruption and the impact each disruption had on economic, social and environmental factors, thereby establishing clear links between enforcement actions and results for Canadians. We are researching a harm assessment model with international partners, specifically with the UK Serious and Organized Crime Agency. (FPS)

We have undertaken a series of initiatives to more actively engage all frontline police officers in the intelligence collection process. This will enhance our intelligence products by ensuring that all available, relevant information is available for our use. In the future, we will continue our efforts towards enhancing the collection and sharing of information and criminal intelligence. This will be accomplished by tracking the number of new operational intelligence collection plans developed in relation to national security and organized crime priority areas, designed to close the information gaps which have been identified based upon threat assessments. (CID)

The migration to new data systems and management information systems, including business intelligence, has prevented us from monitoring our utilization of our PROOF system. Next year, as the migration is completed, we will strive for 100% compliance. Combined with data quality/integrity reviews and projects based on SLEIPNIR threat assessments, as well as the Accountability Framework, FPS will be able to enhance performance reporting. (FPS)

While the Organized Crime Branch strives to have all OC projects/investigations based on SLEIPNIR threat assessments, there are certain instances where a threat assessment is not possible such as controlled deliveries or assistance to other law enforcement agencies. This 100% target will remain in place next year so that we may continue to capture an accurate picture of organized crime priorities. (FPS)

The global economic impact of counterfeit products has risen from an estimated \$100M USD in 1992 to over \$600 Billion in 2004. The priority of Intellectual Property Rights (IPR) investigations has increased dramatically due to the proliferation of counterfeit products which pose a health and safety concern to the consumer, organized criminal groups controlling the manufacturing, importation, distribution and sale of the counterfeit products, the damage being incurred to the Canadian economy, and the scrutiny and international political pressure on Canadian IPR Crime enforcement. In 2005/2006, the RCMP will participate in several initiatives such as the Security and Prosperity Partnership and Interdepartmental Group on IPR (which is pursuing amendments to IPR legislation), which have been undertaken to enhance communication and cooperation between the law enforcement community and the private sector for the purpose of combating IPR Crime. The training of IPR Crime investigators remains ongoing and courses are being held in all regions of Canada. A media campaign including public awareness posters has commenced in partnership with the private sector. Resources to investigate IPR crime will be increased either through obtaining additional resources or reallocation of existing resources. All facets of IPR Crime investigation are continually being reviewed along with our domestic enforcement partners, identifying potential gaps and initiating appropriate remedial action where deemed necessary. (FPS)

Under Marine & Ports, five major initiatives will be pursued in 2005/2006:

- **Emergency Response Teams for Great Lakes – St. Lawrence Seaway** – Creation of two integrated Emergency Response Teams with Marine Intervention capability for the Great Lakes – St. Lawrence Seaway. The teams will integrate provincial and municipal officers from each of the two provinces. (FPS)
- **Mid-Shore Patrol Vessel Acquisition** – This joint RCMP-Canada Coast Guard initiative will establish on-water enforcement and response capacity within the Great Lakes – St. Lawrence Seaway System. The program will permit the Coast Guard to acquire four mid-shore patrol class vessels (2009/2010) which will have law enforcement personnel on board to provide national security and law enforcement functions in addition to on-water response on the Great Lakes – St. Lawrence Seaway system. This initiative will also support the emergency response team in dealing with marine security incidents. (FPS)

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- **Great Lakes – St. Lawrence Seaway Marine Security Operations Centre** – The first phase has established an interim centre on the Great Lakes operational in August 2005. This centre is providing an initial, analytical capability and integrating federal intelligence and awareness activities. The second phase will develop a model for marine security coordination and law enforcement on the Great Lakes – St. Lawrence Seaway. The development of this model will require close collaboration with provincial and local law enforcement agencies, as well as technical, analytical and platform support from the Department of National Defence and the Canadian Coast Guard. The recommendations emanating from the study will be presented to Government in early fall 2005. (FPS)
- **Waterside Security Coordination** – This initiative will enhance the security of ports and marine facilities by beginning to address some of the complex issues involved in waterside policing and on-water response. The RCMP has created a small team that provides a specialized point of contact to coordinate with local police agencies dealing with waterside security issues. This group's first task is to undertake a comprehensive study, with regional and local police organizations, to identify existing marine assets that could be leveraged to respond to marine security incidents. Their report will be submitted to the federal government in early Fall 2005. The study will also assist the RCMP in developing and coordinating multi-jurisdictional policing arrangements across Canada, which will make waterside security activities more effective and efficient. (FPS)
- **National Port Enforcement Teams (NPETs)** – This program has been increasingly successful in combating criminal activities at the three major ports (Halifax, Montreal and Vancouver). In the spring of 2005 additional funding was provided by the federal government, which will allow the enhancement of the current teams and the creation of a new team in Hamilton, Ontario. (FPS)

Under the National Counterfeit Enforcement Strategy dedicated counterfeit enforcement teams in Canada's three largest cities will be established. The teams will seek to integrate resources with local law enforcement and international partners. These proactive teams will be intelligence-led and provide the necessary national

response to organized counterfeit activity. They will be supported by an analytical and intelligence capacity at the divisional and national levels and further supported by the Bureau for Counterfeit and Document Examinations and Counterfeit Analysis Program. This strategy, developed in consultation with the Bank of Canada, focuses on three key areas: enforcement, prosecution and prevention. The teams will be mandated to conduct regional, national or international investigations of organized groups involved in the production and/or distribution of counterfeit currency. The strategy also includes a Counterfeit Coordinator in each Region of the country who will be mandated to liaise with local law enforcement in the region and to liaise with the Bank of Canada in the delivery of public education and awareness programs. (FPS)

In both the domestic and international arenas, the RCMP Commercial Crime Branch remains committed to enforcement, prevention and prosecution and will continue to apply the specialized expertise of existing resources to investigate sensitive matters concerning corruption in the domestic public sector.

To investigate matters concerning international corruption the RCMP will establish three International Anti-Corruption Investigation Teams over the next two fiscal years. These teams will provide proactive and reactive capability in relation to the enforcement of the *Corruption of Foreign Public Officials Act*, *Criminal Code*, *Mutual Legal Assistance Treaty* requests and *United Nations Convention Against Corruption* commitments, respecting the recovery of assets and "flight capital."

The teams will also assist in providing proactive and reactive responses to those domestic circumstances likely to affect Canada's international reputation in the area of corruption. For operational effectiveness the three teams will be strategically located in major cities involved in international business or international affairs. (FPS)

We are in the process of developing a strategy for International Peacekeeping to increase the RCMP's role in Canada's contribution to peace, prosperity and security in the world. Should this initiative be successful, it will result in an increased capacity to identify and deploy peacekeepers in a timely manner without detriment to our domestic policing commitments. (FPS)

## ***Analysis of Performance by Strategic Outcome***

### **2. INTERNATIONAL POLICING (INCLUDING PEACEKEEPING)**

#### **Why International Policing is a Strategic Priority:**

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

A number of countries have restructured or are in the process of restructuring their security, intelligence and law enforcement functions. In their re-examination of intelligence management functions, and identification of new competencies, forces around the world have recognized the importance of integrated policing and are learning from experiences of allied countries.

Globalization presents increasing challenges for government and all law enforcement agencies. It emphasizes the need for our organization to take a leadership role in enhancing cooperation at the strategic and tactical levels between the RCMP and other domestic and international law enforcement agencies. The successful implementation of our terrorism and organized crime strategies is critically dependant on the delivery of international policing services.

The RCMP's international policing strategy focuses on effective support of international operations. Building on our experience in international peace-building and peacekeeping, our relationships with Interpol and Europol, and with our foreign liaison and training programs, the RCMP continues to develop new partnerships and agreements on behalf of the Canadian police community.

The strategic priority of protecting children from sexual exploitation is also an international issue. The nature of online child exploitation is without borders, which poses an interesting challenge for law enforcement around the world. The expansion of the National Child Exploitation Coordination Centre (NCECC) was initiated as part of the Government of Canada's National Strategy to Protect Children from Sexual Exploitation on the Internet. The NCECC serves as the one point of contact for child sexual exploitation investigations that involve Canada and Canadian law enforcement. The NCECC works closely with national and international law enforcement to combat online child exploitation.

#### **Strategic Outcome**

- Effective support of International Operations

#### **Outcome Statements**

- Use modern management and assessment practices to ensure the services provided meet the needs of our domestic and international clients and partners
- Contribute to the common priorities of combating organized crime and terrorism

#### **Intermediate Outcomes**

- Enhanced information / intelligence exchange
- Improved evidence collection abroad

#### **Immediate Outcomes**

- Increased/enhanced partnerships
- Timely processing of international requests
- Increased awareness of international police services

#### **Business Line / Key Program Accountability**

- Federal Policing Services (FPS/Peacekeeping Services)
- Protective Policing Services (PPS)
- National Police Services (NPS – NCECC, CIO)
- Corporate Infrastructure / Strategic Direction (SD)

#### **Plans and Priorities**

- Build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (PPS) (FPS) (SD) (NPS)
- Assist countries to rebuild policing capacities, preventing importation of criminal activities, collaborating with foreign civilian police forces and studying foreign cultures to better understand Canadian cultural communities (FPS)
- Strategically place and effectively use international services; based on sound intelligence/information, strategically located and appropriately tasked personnel (FPS) (NPS)
- Appropriately place Liaison Officers in foreign jurisdictions to assist Canadian investigators to collect evidence and gather intelligence related to organized crime activities (FPS)

## ***Analysis of Performance by Strategic Outcome***

- Be intelligence-led: Operationalize the Ops model through effective, intelligence-based priority setting and decision making (FPS)
- Inform public policy – provide valued input into public policy formation and decision making regarding national and international issues (FPS) (SD)
- Secure health and safety of employees – ensure the health and safety of all employees by providing them with appropriate information, training and equipment (FPS)
- Communicate effectively – ensure that employees and relevant national and international communities are aware of the strategic direction, roles and responsibilities of Federal Policing Services (FPS) (SD)
- Optimize enabling science and technology – optimize use of internal and external information systems/data and develop new processes to address gaps (FPS) (NPS – CIO and Technical Operations)
- Provide training to selected international partners on advanced and specialized courses (NPS – CPC, NCECC)
- Work with international partners, such as the Virtual Global Taskforce (VGT), Interpol, the FBI and the Department of Homeland Security, to help ensure the safety of children and the prosecution of perpetrators in Internet-based child sexual exploitation cases (NPS – NCECC)
- Implement an integrated approach to investigating online child exploitation cases on an international level (NPS – NCECC)
- Expand the Child Exploitation Tracking System (CETS) internationally to respond effectively to the borderless nature of online criminal behaviour (NPS – NCECC)

### **Key Partners**

PSEPC (SGC); DOJ; CBSA; FAC ; CIDA; DND; Industry Canada; UN; Prime Minister's Office (PMO); the Organization for Security and Cooperation in Europe (OSCE); the Commonwealth Police Development Task Force (CPDTF); Interpol; OAS; and foreign law enforcement agencies and participating Canadian law enforcement agencies

## Analysis of Performance by Strategic Outcome

Effective support of International Operations – Exceeded expectations	
Key Performance Measures	Key Performance Results
<ul style="list-style-type: none"> <li>Percentage of clients satisfied with our support of international operations</li> </ul>	<ul style="list-style-type: none"> <li>77% satisfaction with the RCMP's support of international operations</li> <li>In 2004, Interpol processed approx 55,000 messages (received 25,000 messages and sent 30,000 messages) and opened 9,269 occurrences</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of clients/employees aware of Federal Policing Services' strategic direction, roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>53% of clients/employees reported being aware of Federal Policing Services' strategic direction, roles and responsibilities</li> <li>2005 surveys reveal that RCMP's Canadian Policing Partners' knowledge of the scope of the services offered by International Policing has remained relatively stable over the last three years (44%), whereas our stakeholders' knowledge has increased 7% over the same period (up to 62%)</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of Travel and Visits Tracking System (TVTS) users with access to Health &amp; Safety information, destination country information and travel documentation information</li> </ul>	<ul style="list-style-type: none"> <li>With the new Travel and Visits Tracking System (TVTS), all users (100%) now have access to Health &amp; Safety information, destination country information and travel documentation information</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of Federal Units conducting data quality/integrity reviews</li> </ul>	<ul style="list-style-type: none"> <li>All Federal Units conducting data quality/integrity reviews</li> </ul>
<ul style="list-style-type: none"> <li>Number of integrated training and development projects with international partners</li> </ul>	<ul style="list-style-type: none"> <li>12 integrated training and development projects with international partners including Counterfeit Investigative Courses; POC training for the Caribbean and Bahamas police forces; International Observer Attachment Drug Enforcement Program with Latin America; Caribbean and Asian &amp; Middle East police officers; Caribbean Undercover Program; Training and deployment of peacekeepers to Côte d'Ivoire, Jordan and Haiti; Human trafficking training; IBET intelligence workshops</li> </ul>
<ul style="list-style-type: none"> <li>Number of 2003 International Policing evaluation recommendations addressed</li> </ul>	<ul style="list-style-type: none"> <li>All 140 recommendations from the International Policing evaluation were addressed – with 60% of these being completed. One example recommendation is the development of competency profiles for each LO Post (with requirement such as operational experience, functional competencies Post specific, language requirement and ability for proactive gathering of strategic information) and staffing according to these profiles</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of compliance with the travel policy</li> </ul>	<ul style="list-style-type: none"> <li>Although the new system for travel request approval was only live from the beginning of March 2005, the compliance with the travel policy was ensured through multiple communications tools and a strict process</li> <li>In 2004-2005, ITVB launched new policies in the areas of passports, visits and international administrative and operational travel. Armed with these policies, managers have taken more responsibility to ensure that travel is appropriate for the RCMP's needs, that the employees have all the relevant health and safety information before they leave Canada, that the right employees represent the RCMP, and that the information gathered during their travel is shared appropriately</li> </ul>
<ul style="list-style-type: none"> <li>Number of new training programs developed</li> </ul>	<ul style="list-style-type: none"> <li>No training programs were developed specifically towards the International Policing strategy, although many training initiatives undertaken have an international component</li> </ul>
<ul style="list-style-type: none"> <li>Number of new projects developed in partnership within NPS (CIO and Technical Operations) to optimize enabling science and technology</li> </ul>	<ul style="list-style-type: none"> <li>The most significant project developed within NPS in partnership with the NPS (CIO and Technical Operations) to optimize enabling science and technology in 2005 was the TVTS. Furthermore, the new Police Reporting and Occurrence System (PROS) has been deployed to all the Liaison Officers around the world. PROS permits real time access to requests and investigative steps taken by Liaison Officers abroad while allowing them to monitor the status of their inquiries in Canada</li> </ul>



## Analysis of Performance by Strategic Outcome

Additional Key Performance Measures	Additional Key Performance Results
<ul style="list-style-type: none"> <li>Number of international courses provided and number of students attending these courses</li> </ul>	<ul style="list-style-type: none"> <li>Conducted three integrated training sessions leading to the deployment of peacekeepers from the RCMP and numerous Canadian police partners to international peacekeeping missions</li> <li>Through its International Firearms Trafficking School, NWEST is increasingly attracting participants from various countries around the world. These participants learn how Canada deals with illegal weapons, and of our weapons tracing program and how this program can assist them in tracing weapons that may have originated in Canada</li> <li>The Canadian Police College (CPC) trains 100 international students per year at its campus in Ottawa</li> <li>Technical Operations provided training to international clients in the areas of explosives disposal and technology, physical surveillance, electronic surveillance and technological crime. A training facility has been developed to practice covert operations scenario-based training</li> </ul>
<ul style="list-style-type: none"> <li>Number of trans-border tips received regarding child exploitation agencies</li> </ul>	<ul style="list-style-type: none"> <li>In 2004, 348 US cases involving 434 children were referred to the National Child Exploitation Coordination Centre (NCECC) for investigative assistance. In addition, the NCECC assisted with another 109 international cases (excluding the US), involving 139 children</li> </ul>
<ul style="list-style-type: none"> <li>Number of hits on the Virtual Global Tracking (VGT) website</li> </ul>	<ul style="list-style-type: none"> <li>The Virtual Global Tracking (VGT) website was launched in January 2005. The website was pioneered by the UK's National Crime Squad in association with UK industry leaders and law enforcement counterparts in Australia, Canada, the US and Interpol</li> <li>Since July 2004, the NCECC received 1,240 tips, of which 80 percent involved multi-jurisdictional and trans-border investigations</li> </ul>

## ***Analysis of Performance by Strategic Outcome***

### **Contributions towards effectively supporting International Operations:**

Over the last year International Policing has undertaken a number of key initiatives to ensure its strategic objectives are being achieved. In an effort to strategically recruit and train personnel for the 2005 rotation of Liaison Officers, an open competition was held for the first time. This competition resulted in 600 applications for nine Liaison Officer positions. Post Profiles are now being utilized to ensure the members selected have the necessary skill sets and experience to work at a specific post. These skill sets include such things as language capability, experience in international investigations, drug investigation, national security matters, past exposure to the cultural group where the member will be working, etc. In addition to the normal pre-posting training, a special effort was made to instruct the successful candidates and their spouses on the "what can be expected" in adapting to a foreign culture and thus provide them with sufficient information to ensure their initial arrival and settling-in period is not more stressful than it need be, and thereby contribute to the well-being of our personnel abroad. (FPS)

Additionally, a research project was conducted to assess personality characteristics of International Liaison Officers as a selection criterion for determining the successful completion of an assignment. This study was done to specifically assess the cross-cultural adjustment to a foreign country and the integration back into Canada. The results show that a selection system for expatriate assignments should include a personality assessment early in the selection process to determine which individuals possess these traits. (FPS)

A joint presentation on the international roles of the Interpol and International Operations programs was developed for Canadian law enforcement agencies. It covers the "how" and "when" to request their assistance, and the importance of responding to requests from foreign law enforcement partners in order to ensure ongoing reciprocity in international criminal investigations. Along these lines, a protocol for use in international criminal investigations has been developed and will be adopted in the autumn of 2005 (facilitated by the return to 24/7 coverage by Interpol). (FPS)

Interpol Ottawa has rolled out the Interpol Electronic Automated Search Facility (EASF), a database housed in Lyon, France, with information on internationally wanted

persons, stolen travel documents and stolen vehicles. This search capability has been provided to a number of RCMP units and is in the process of being rolled out to the Toronto Metro Police Service and the Canadian Border Service Agency. This tool should greatly aid in preventing the entry into Canada of persons associated to organized crime and terrorist groups. (FPS)

Deployments of police officers to International Peacekeeping Operations are carried out under the provisions of the Canadian Policing Arrangement (CPA). This is a partnership that brings together Foreign Affairs (FAC), Canadian International Development Agency (CIDA), Public Safety and Emergency Preparedness Canada (PSEPC) and the RCMP. The CPA is in the last year of a three-year, \$19M arrangement. This funding presents challenges due to the competing priorities for domestic law enforcement and National Security issues. In this context, Canadian Policing agencies have more difficulty releasing their personnel for international peacekeeping missions. This results in delays in identifying police officers or, in some cases, an inability to deploy the requested number of officers to missions. On the positive side, when resources are available, the RCMP is usually able to deploy them within a time frame of 6 to 8 weeks, which is considered to be acceptable to most of our international partners (UN, EU, AU etc.). (FPS)

The International Travel Section (ITS) analyzes administrative travel requests to ensure there is value-added for the organization by recommending the most appropriate individual(s) to represent the RCMP at international events. ITS disseminate information on the locations to which frontline members are travelling, so that they are current on events and geopolitical realities prior to their departure. (FPS)

The Travel and Visits Tracking System (TVTS) enhances the health and safety of travelling RCMP employees by tracking their travel and accurately locating them at any given time. TVTS ensures fiscal accountability through its reporting and tracking mechanism. For instance, since the official launch of TVTS in March 7, 2005, 148 requests for international operational travel have been tracked. This figure equates to over \$150,000 in travel expenses that were dedicated solely to operational investigations. The trend illustrated in the first quarter since the inception of TVTS could equate to half a million dollars in operational travel expenses and 500 travel requests per year dedicated solely to operational duties in the international fora. (FPS)

## ***Analysis of Performance by Strategic Outcome***

The International Visits and Protocol Section (IVPS) assists in establishing a business environment that will enhance and facilitate cooperation and partnerships with the international policing community. IVPS communicates the core values of the RCMP – respect, honesty, professionalism, compassion and accountability – by ensuring our actions and presentation demonstrate cultural sensitivity. These procedures are the basis for creating the work environment that will advance integration and establish Joint Force Operations or Joint Management Teams thus benefiting law enforcement partners around the world. IVPS proactively sets up the environment that provides a bias free environment through mutual respect. In 2004, the RCMP hosted 100 visits from 41 countries, a total of 462 senior police and criminal justice visitors, with China, UK, Australia and the US making nearly half of these visits. (FPS)

The Foreign Drug Cooperation Section supports RCMP drug enforcement efforts by enhancing cooperation with developing countries. Accordingly, this section works closely with Liaison Officers to develop programs which have a direct impact on current relations with foreign countries and which serve to build strong and lasting relationships under sometimes very difficult situations. During 2004/2005, this section implemented the following assistance projects: International Observer Attachment Program (for Middle East and Asia); International Observer Attachment Program (for Caribbean and Latin America); Organized Crime Priority Setting (Trinidad); Advanced Drug Investigation Techniques (regional for Latin America); Undercover Program Overview (regional for Caribbean); and Drug Investigation Techniques (regional for Caribbean). (FPS)

Liaison Officers continuously identify this type of cooperation effort and assistance as a means to gain the confidence and trust of foreign agencies and, increasingly, as a means of improving the quality of their assistance during investigations. The nature of these initiatives can vary according to needs and can include study tours, materiel assistance, workshops, and attachment programs. (FPS)

In addition to its collaboration with the liaison program, the RCMP Drug Branch proactively manages its activities in function of RCMP and Canadian priorities, of multilateral concerns and priorities identified in fora such as the United Nations Office of

Drug Control (UNODC), Inter-American Drug Abuse Control Commission (CICAD), and International Drug Enforcement Conference. This further allows us to actively seek partners who share our priorities to assist with funding and other resources. (FPS)

Additionally, we are helping to build capacity by exposing international law enforcement officers to the techniques and best practices utilized by the RCMP, and we are enhancing their investigative skills and helping to ensure that investigations are carried out in an effective and organized manner. Since most of our projects are regional in scope, we are also helping attendees make contacts and build partnerships with neighbouring countries and with the RCMP. (FPS)

### **Programs/Projects/Initiatives of Special Interest**

**G8 Statement of Principles Concerning the Use and Sharing of DNA Information** – As reflected in the G8 Statement of Principles Concerning the Use and Sharing of DNA Information, FLS is working with the Law Enforcement Projects Subgroup. The eventual intention of this subgroup is to promote the transnational sharing of DNA information while respecting the privacy and the security of the information. (NPS)

**Real Time Identification (RTID)** – Fingerprint and criminal record information is exchanged with partner Interpol countries through conventions and charters. RTID will create an environment that facilitates the exchange of criminal and fingerprint information in a more timely and efficient manner. Canada's role on the international stage relative to policing and its obligation to federal needs through Citizenship and Immigration Canada will strategically assist in building partnership capacity. (NPS)

**Firearms Reference Table (FRT)** – The Firearms Reference Table is about to be adopted by Interpol and put to use in over 160 Interpol member countries to improve the accuracy of firearms descriptions used in international traces of firearms. Interpol will also be using the FRT to support the recently negotiated United Nations small arms and light weapons marking and tracing instrument. For more details, please refer to the Firearms Reference Table under the Organized Crime strategic priority. (NPS)

## ***Analysis of Performance by Strategic Outcome***

**National Weapons Enforcement Support Team (NWEST)** – NWEST is pursuing personnel exchanges for training with the US Bureau of Alcohol, Tobacco, Firearms and Explosives.

NWEST participates in various international forums such as:

- Canada–US Firearms Trafficking Consultative Group
- Canada and the US Cross Border Crime Forum
- Interpol Weapons Electronic Tracing System (IWETS) program – the conduit for international firearms tracing (NPS)

NWEST is currently involved with the United Nations in negotiating the international instrument for the timely and reliable identification and tracing of illicit small arms and light weapons. NWEST is also involved with several reports:

- The author of Canada's contribution to the G8 Threat Assessment on *The Illegal International Trafficking of Firearms for Criminal Activities*
- Contributed to the production of the *Canada and United States Firearms and Explosives Threat Assessment* (NPS)

**International Partnerships** – FLS has agreements in place with the Bermuda Police Service and the Department of National Defence (Canadian and International operations) to conduct forensic analysis and attend court as expert witnesses. FLS completed nine cases and attended court four times for the Bermuda Police Force in 2004/2005. On request by the RCMP Liaison Officer in a region, FLS will accept cases from a country when it supports the RCMP goals of international policing. (NPS)

**Canadian International DNA Sharing Agreement with Interpol** – In compliance with the Canadian International DNA Sharing Agreement with Interpol, the National DNA Data Bank (NDDB) has requested 53 searches to Interpol and received 150 search requests from outside member states. These requests have generated three matches. On October 25, 2004, Canada made its first DNA match involving three countries. A DNA profile developed by the RCMP laboratories matched a convicted offender in California to an assault of a Canadian citizen that occurred in Mexico. (NPS)

**Missing Children** – The RCMP exchanges vital information through an international network of law enforcement and civil authorities to locate missing children and reunite them with their parents or legal

guardians. The program works cooperatively and collectively with the Interpol Network and with various international civil authorities and bodies that are signatory to the Hague Convention on the Civil Aspects of International Child Abduction. (NPS)

**Canadian Air Carrier Protective Program (CACPP)** – In consultation with DFAIT, the Canadian Air Carrier Protective Program (CACPP) continues to strengthen its partnerships with trans-border and international Air Marshall partners. Protocols and SOGs (Standard Operating Guidelines) were developed with various trans-border and international partners relating to the deployment of Air Protection Officers (APOs). New international partnerships were increased by 200% and trans-border partnerships were increased by 88%. (PPS)

**2010 Winter Olympic Games** – Protective Policing has already begun to plan for the 2010 Winter Olympic and Paralympic Games by providing security planning advice to the Vancouver Olympic Planning Committee (VANOC). (PPS)

### **Looking Forward**

The Government of Canada has undertaken a number of international initiatives and the RCMP, particularly International Policing, is striving to parallel these initiatives. (FPS)

The October 2004 Speech from the Throne, clearly articulates the Government of Canada's commitment to Canada's "role of pride and influence in the world". Through Interpol Ottawa, the International Operations Branch (LO Program), the International Travel and Visits Branch (ITVB), and the International Peacekeeping Branch (IPB), the RCMP will continue to enable major frontline policing investigations – 80 per cent of which have an international connection often involving multiple countries. (FPS)

The release of the April 2005 International Policy Statement demonstrates a clear commitment to Canada's 3D approach (defence, diplomacy and development). The RCMP, through Peacekeeping and the International Operations Branch, will continue to play an integral role in Canada's 3D approach, namely the defence and development commitments, by enabling peacekeepers to serve in a frontline policing capacity in peacekeeping missions around the world and providing training to countries developing their police infrastructure. (FPS)

## *Analysis of Performance by Strategic Outcome*

The 2005 Federal Budget commits to doubling international assistance by 2010. It also commits to strengthening Canada's contribution to peace, prosperity and security in the world and provides an extra \$3.4 billion in international assistance over the next five years. We are in the process of developing a strategy for International Peacekeeping to increase the RCMP's role in Canada's contribution to peace, prosperity and security in the world. A study has been commissioned to document the real costs of deploying peacekeepers and managing the program. Should this initiative be successful, it will result in an increased capacity to identify and deploy peacekeepers in a timely manner without detriment to our domestic policing commitments. (FPS)

In the context of peacekeeping policing services, it is important to recognize that not all results are achievable because of the very nature of the work. While Canadians had some measure of success in achieving particular goals, their work was sometimes hampered or limited by broader objectives and challenges of the host multilateral organization. In the international/multilateral environment some things are outside the realm of Canadian control. We will be working with the United Nations to ensure that our resources are recognised for their expertise and that the UN takes full advantage of our peacekeepers' knowledge, skills and abilities to achieve mission goals. (FPS)

The 2005 Budget contains a section entitled "Meeting our Global Responsibilities", which states that Canadians want their country to play an influential role in global affairs. Through the International Travel and Visits Branch (ITVB), the RCMP enables employees of Canada's national police force to develop global policing partnerships that are key to the safety and security of citizens around the world. (FPS)

Environmental scanning by the Government of Canada and the RCMP suggests that of all the key priorities, International Policing and the integration of law enforcement efforts will remain on the radar screen throughout the next decade. The RCMP will continue to be one of the leading government departments involved in international initiatives with foreign counterparts. (FPS)

### **3. TERRORISM**

#### **Why Terrorism is a Strategic Priority:**

Our world community is becoming smaller and smaller. The tools that globalization has brought to the hands of citizens and governments – open borders, international travel, electronic banking and communication – are also being used by terrorist groups to conduct their operations – and on a scale similar to that of a multinational corporation.

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

The nature of criminal investigations into terrorist activity is often different from investigations into organized crime and other criminal threats. The main purpose of a terrorist organization may not be to commit criminal acts against Canada, but to use it as a base for planning, recruiting members and raising funds. In addition, "single issue terrorism" (extremist groups dedicated to specific issues versus widespread political change) has been identified by law enforcement as a serious threat in Canada and around the globe. The worldwide operations base of terrorist groups emphasizes the importance of an integrated policing approach in which intelligence is shared among countries around the world.

The RCMP continues to align and adapt its criminal investigations in Canada and abroad to meet the challenges of terrorist activity in the current environment. In addition to responding to and investigating daily threats having a terrorism nexus, the RCMP's focus on terrorism financing, cyber threats and threats to critical infrastructure are but a few examples of this "current environment" reality.

Following the September 11, 2001 terrorist attacks in the United States, the Government of Canada recognized the need to significantly enhance its terrorism response capabilities and to improve the legislative framework for protecting Canada and Canadians from terrorist threats. This need was highlighted once again most recently by the tragic events that have taken place in Madrid, Spain; London, England; and Sharm el-Sheik, Egypt.

## ***Analysis of Performance by Strategic Outcome***

In April 2004, the Government of Canada launched *Securing an Open Society – Canada's National Security Policy*, its first ever integrated approach to national security. The RCMP is fully engaged in a number of initiatives highlighted in the national security policy, which serve to enhance and support our existing efforts at combating terrorism. Through our existing programs and these new measures, we are well positioned to contribute to the Government of Canada's goal of protecting the key Canadian values of democracy, human rights, respect for the rule of law and pluralism by being better prepared to contribute to preventing and responding to security threats to our country that fall within our mandate. We recognize the seriousness of the challenges we face and are aware that a sustained approach to national security is required.

Addressing many of these security threats requires a coordinated approach with key partners. The RCMP's terrorism strategy focuses on reducing the threat of terrorist activity by using an intelligence-led, integrated approach to achieve this goal. Collaboration is key. We must reach out across borders and not be limited by geography or jurisdiction. We need to better understand the cultural and political environments of our international law enforcement partners. We need to leverage resources, develop common goals and strategies, share information and intelligence, and strengthen our partnerships and synergies.

The RCMP is committed to working in partnership with domestic and foreign agencies to enhance terrorism prevention measures in North America and elsewhere. Our commitment to reducing the threat of criminal terrorist activity is illustrated by our participation in national security committees and working groups aimed at enhancing intelligence, transportation security, border integrity and information sharing.

Our integrated approach puts us on a long-term path to enhancing the security of our country. The measures announced in *Securing an Open Society* address gaps in our system and have been incorporated within our existing program mix. But we also recognize the need to continually adapt to our ever-changing environment. We will continue to evolve our terrorism strategy to ensure we remain focused on protecting Canadians at home and abroad, ensuring that Canada does not become a base for threats to our allies and to continue to contribute to international security.

### **Strategic Outcome**

- Reduce the threat of criminal terrorist activity in Canada and abroad

### **Outcome Statement**

- Investigate and deter terrorist entities from committing crimes in Canada and abroad

### **Intermediate Outcomes**

- Effective terrorism investigations, both nationally and internationally
- Enhanced ability to detect, prevent/disrupt and investigate terrorist offences/groups

### **Immediate Outcomes**

- Improved collection, production, coordination and sharing of information and intelligence
- Enhanced partnerships – nationally and internationally

### **Business Line / Key Program Accountability**

- Federal Policing Services (FPS)
- Protective Policing Services (PPS)
- National Police Services (NPS)

### **Plans and Priorities**

- Ensure border integrity – contribute to the national security of Canada and protect Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods (FPS)
- Successfully detect, prevent/disrupt and investigate terrorist activity (FPS)
- Expand collection and sharing of information and intelligence, both domestically and internationally (FPS) (NPS)
- Deliver quality criminal intelligence – to provide a comprehensive map of terrorist activity in Canada (FPS)
- Build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (NPS) (FPS) (PPS)
- Position Canadian Air Carrier Protective Program resources according to risk to better address the terrorist threat (PPS)

## ***Analysis of Performance by Strategic Outcome***

- Maximize number of flights completed with existing Aircraft Protective Officers by keeping to a minimum the administrative complement (PPS)
- Harden potential targets in diplomatic missions (PPS)
- Increase security of Government of Canada sites including Parliament Hill (PPS)
- Improve Protective Policing database to a dynamic, multiple entry point database (PPS)
- Enhance current information process to capture information on National Crime Data Base (PPS)
- Improve major events planning to reduce threats of terrorism and acts of violence (PPS)
- Contribute to public policy – provide valued input into public policy decision making regarding national and international issues (FPS) (SD)
- Strengthen national security program management – improve national management of RCMP activities related to the detection, prevention and investigation of terrorist activity (FPS)
- Communicate effectively to internal and external audiences (FPS)
- Provide training in counter-terrorism techniques including explosive device investigation (NPS – CPC)

### **Key Partners**

PSEPC (SGC); Privy Council Office (PCO); Department of Justice (DOJ); CSIS; Communications Security Establishment (CSE); CIC; Canada Border Services Agency (CBSA); Transport Canada (TC); Canadian Air Transport Security Authority (CATSA); Canadian Association of Chiefs of Police (CACAP); US Coast Guard; US Customs and Border Protection / Office of Border Patrol (US CBP/BP); US Immigration and Customs Enforcement (US ICE); US Department of Justice (Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]); US Drug Enforcement Administration (DEA); DFA (DFAIT); Interpol; Europol; P8 Senior Experts Groups on Transnational Organized Crime; OAS Inter-American Committee Against Terrorism (CICTE); and International Association of Chiefs of Police and counterpart agencies in the US, England and Australia

## Analysis of Performance by Strategic Outcome

<b>Reduce the threat of terrorist activity in Canada and abroad – Exceeded expectations</b>	
<b>Key Performance Measures</b>	<b>Key Performance Results</b>
<ul style="list-style-type: none"> <li>Number of identified terrorist targets disrupted</li> </ul>	<ul style="list-style-type: none"> <li>We have completed 12 disruptions of national level terrorist groups across the country, compared to our original target of 10 for the year</li> <li>CISC delivered Strategic Early Warning assessment on the probability and possible impact of the threat of organized crime linkages to terrorism in Canada</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of projects/investigations related to key terrorist targets that are successfully concluded</li> </ul>	<ul style="list-style-type: none"> <li>100% of projects/investigations related to key terrorist targets have been concluded within the defined criteria</li> <li>The threat of terrorist activity in Canada and abroad has been reduced, as illustrated by the fact there has not been a border-related national security threat against either the Government of Canada or the United States or the general population since the IBET national program was implemented</li> </ul>
<ul style="list-style-type: none"> <li>Trend in feedback from clients on value and timeliness of intelligence related to terrorism</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from clients indicates that they generally feel the information and intelligence provided by the RCMP is more comprehensive, accurate, timely and relevant and that it makes a valuable contribution to reducing the threat of terrorist activity in Canada and abroad</li> <li>The trend in quality and timeliness of intelligence related to terrorist activity continues to increase as partnerships continue to strengthen and the efficiency of border-related investigations are increasingly based on intelligence-sharing by all IBET partners, rather than merely random enforcement activity</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of resources in CACPP assigned to operations in order to optimize available resource base in support of air transportation safety</li> </ul>	<ul style="list-style-type: none"> <li>The threat matrix tool along with intelligence reports has enabled the Canadian Air Carrier Protective Program to strategically position its resources on flights which assists the program in reducing terrorist threats to the aviation industry</li> <li>The CACPP maximized its deployment of resources so that a full 91.9% of regular members in the operational units are actively performing operational duties</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of border integrity files which are initiated from intelligence profiles</li> <li>Percentage of time spent by Border Integrity Public Safety and Anti-Terrorism (PSAT) resources on border-related national security investigations</li> </ul>	<ul style="list-style-type: none"> <li>The measures selected for the Border Integrity were not captured due to technological developments. These hurdles will be overcome by the middle of the next fiscal year; we will be reporting the percentage of Border Integrity investigations initiated by intelligence profiles and the percentage of Border Integrity intelligence-led enforcement opportunities that have resulted in interdiction of persons and/or property</li> </ul>
<ul style="list-style-type: none"> <li>Number of counter-terrorism courses and students attending</li> </ul>	<ul style="list-style-type: none"> <li>The number of counter-terrorism courses and operational exercises has grown in 2004/2005 – closely linked with organized crime training initiatives given similarities of tactics and practices to combat both priorities</li> <li>Protective Operations initiated a multi-agency and multi-unit mock event to include Parliamentary precincts and local police agencies</li> <li>Canadian Police College offers the following courses annually: <ul style="list-style-type: none"> <li>three Police Explosives Technicians courses</li> <li>one or two Post-Blast Investigation courses</li> <li>one or two Explosives Disposal Robot Maintenance workshops</li> <li>two Explosive Forced Entry courses</li> </ul> </li> </ul>



## *Analysis of Performance by Strategic Outcome*

### **Contributions towards reducing the threat of terrorist activity in Canada and abroad:**

In the months since the National Security Policy was released, significant progress has been made in addressing gaps in our system and in further strengthening Canada's threat assessment, prevention and response capabilities.

- RCMP's senior executives, including the Commissioner, delivered presentations to the Cross-Cultural Roundtable on Security, which was created to engage Canadians and the Government of Canada in a long-term dialogue on matters related to national security as they impact a diverse and pluralistic society (FPS)
- Improvements continue to be made in transportation security. The on-water presence of the Canadian Forces, the RCMP and Canadian Coast Guard has been increased, and Canada–United States cooperation on marine security issues has been strengthened. Additional measures have also been implemented to further strengthen aviation and cargo security and to secure Canada's land border crossings (FPS)
- Implementation of the RCMP's Real Time Identification (RTID) project is proceeding (FPS)
- Progress continues to be made in implementing the Canada–US Smart Border Declaration and Action Plan, e.g., with the co-location of IBETs, and the development of new binational and trilateral activities under the Security and Prosperity Partnership (SPP)
- Canada is creating a Counter-Terrorism Capacity Building Program that will contribute to the security of Canadians and the inhabitants of vulnerable states by providing those states with training, funding, equipment and technical and legal assistance to enable them to prevent and respond to terrorist activity

Ministerial Directives require that national security criminal investigations be centrally coordinated by National Headquarters, and the RCMP is committed to concluding all criminal investigations into terrorist activity against established criteria to minimize criminal threats and risks to public safety. Further to this goal, the RCMP will continue to work closely with government partners and across the law enforcement community, domestically and internationally, to successfully investigate and disrupt terrorist activity. (CID)

In 2004/2005, we tracked and analyzed the number of projects/investigations related to key terrorist targets that are successfully concluded and 100% of them have been concluded within the defined criteria. We are also monitoring national trends in how these cases are being concluded to identify best practices that could be shared with our field personnel. (CID)

A central survey was completed this year to measure the satisfaction of our external Canadian policing partners and from non-policing stakeholders that are impacted by our work and/or have a working relationship with the RCMP, with the intelligence products the RCMP provides, related to terrorism. Overall, the answers indicated that they generally feel the information and intelligence provided by the RCMP is more comprehensive, accurate, timely and relevant or it has been fairly stable over the last few years. The non-policing stakeholders also expressed the opinion that the RCMP is improving in the extent to which it makes a valuable contribution to reducing the threat of terrorist activity in Canada and abroad. (CID)

Employees within the RCMP were also surveyed and the results showed that the efforts in the areas of product timeliness, relevancy and comprehensiveness are realizing some success and there has been an increase in the appropriate sharing of our products and the use of intelligence products for decision making. (CID)

We have increasingly worked in an integrated fashion to reduce the threat of terrorism in Canada. The success realized through our investigations has resulted in a number of disruptions of planned terrorist-related activity which has served to reduce the national threat level. (CID)

By identifying and sharing best practices across the RCMP, our resources are deployed in a more effective and efficient manner, which improves the safety of police officers and the public. (CID)

We are providing tools to decision makers at all levels to make more effective, well-informed decisions. This helps the RCMP to refine our efforts and to become increasingly intelligence-led. (CID)

Formation of a new INSET in "K" Division (Alberta), which builds on a successful model developed in other centres, has brought together skills and resources to address significant threats such as those in the oil and gas sector. (CID)

## ***Analysis of Performance by Strategic Outcome***

The Integrated Immigration Enforcement Team (IIET) program is an integral part of the RCMP and the Government of Canada's commitment to address national security concerns through an integrated, multi-agency approach that provides Canadians with a high level of comfort and security. Their primary function has been to address national security issues as they relate to immigration matters. Since their creation, IIET have screened and vetted the 53,000 outstanding immigration warrants for any National Security concerns; conducted investigations into document vendors and forgers who may be terrorists or are linked to terrorist networks; investigated the illegal use of an estimated 50,000 lost/stolen Canadian passports; and conducted extensive investigations on individuals who abuse the citizenship process and engage in the fraudulent use of Canadian citizenship cards. (FPS)

The Integrated Border Enforcement Team (IBET) program has significantly contributed to the objectives articulated in the Smart Border Accord Declaration and Action Plan to enhance border integrity between Canada and the United States by identifying, investigating and interdicting persons and organizations that pose a threat to national security or are engaged in other organized criminal activity. There has been an increase in the efficiency of border-related investigations as more and more investigations are based on intelligence-sharing by all IBET partners – instead of merely random enforcement activity – through the co-locations of four IBETs, which has improved information-sharing between the IBET core agencies and enhanced border integrity through the development of joint intelligence-led operations plans. More local targets have been identified and linked to individuals and organizations of interest to other law enforcement agencies which have responsibilities related to the Canada/US border, thereby allowing for improved opportunities for joint interdiction of smugglers and criminal organizations. Law enforcement and government departments now have an improved understanding of the illegal smuggling and trafficking of humans along the Canada/US border including the potential national security implications related to these illegal activities. The threat of terrorist activity in Canada and abroad has been reduced, as illustrated by the fact there has not been a border-related national security threat against either the Government of Canada or the United States or the general population since the IBET national program was implemented. (FPS)

The Ports Strategy is part of the RCMP's overall mandate to ensure Border Integrity. The overall objective is to take an intelligence-led, multi-disciplinary and integrated approach to prevent, deter and detect illegal activity, cargo or people who may pose a threat to the safety and security of Canada, the United States and the international community. Investigative teams are fully integrated and intelligence-led with a goal of significantly disrupting and/or eliminating the capacity of organized crime groups. Previous marine intervention capability focused on criminal activity and the risk assessment was medium. The new course training standard is designed to enable the RCMP to increase training for ERTs in support of maritime security and the prevention of criminal activity. (FPS)

The Security & Prosperity Partnership (SPP) is a Privy Council Office (Borders Task Group) initiative formerly known as the North American Initiative (NAI) and New Partnership Security Working Group (NPSWG). Among the 27 initiatives found within the SPP matrix, the RCMP top five as approved by the Ops. Council are: 1) Terrorist watch list; 2) Law enforcement cooperation; 3) Money laundering, tax evasion, currency and alien smuggling; 4) Maritime security; and 5) Emergency management cooperation. (FPS)

Measures put in place by Canada as a result of 9/11, with the Smart Border Action Plan appear to have had some impact. Although further research would be required to attribute the decrease specifically to law enforcement strategies and policies, there has been a decrease of 39% in the total of seized altered travel documents between 2001 and 2004. (MISIII data as of July 2005) (FPS)

The contraband tobacco market has direct linkage to terrorist activity where it has been confirmed that Canadians have been identified as using the proceeds from this illegal activity in terrorist financing. The Customs and Excise Program works in close collaboration with the US law enforcement agencies in combating the illicit trafficking of contraband tobacco products. To demonstrate the RCMP's commitment to integrated binational law enforcement, stakeholders are brought together on an annual basis to identify strategic objectives in countering the illicit tobacco trade in both Canada and the US. (FPS)

## ***Analysis of Performance by Strategic Outcome***

The RCMP's Real Time Identification (RTID) project focuses on the delivery of information at the speed that clients require. It will expand the collection and sharing of intelligence to facilitate domestic and international efforts in the fight against terrorism on a global scale. With strategic partnerships already in place, RTID will allow information to move quickly between vested interest parties in an electronic and secure environment. (NPS)

The operational support programs of Technical Operations have contributed to the research, development and deployment of technical tools and expertise to enable frontline investigators to conduct effective investigations against terrorist targets in the areas of explosives disposal and technology, physical surveillance, electronic surveillance and technological crime. For example, Technical Operations provides investigators with electronic surveillance equipment such as covert alarm and aerial surveillance systems, for monitoring of the Canada-US border and to assist with related investigations. (NPS)

### **Programs/Projects/Initiatives of Special Interest**

**Criminal Intelligence** – We have undertaken a series of initiatives to more actively engage all frontline police officers in the intelligence collection process. This will enhance our intelligence products by ensuring that all available, relevant information is available for our use, which ensures the RCMP continues to be an intelligence-led organization. (CID)

**Reprofiling of PSAT Funding** – In early 2005, as part of the ongoing review of the overall PSAT initiative, it was determined that serious resourcing pressures were being experienced by several PSAT initiatives. As the IIETs had fulfilled a major component of their mandate – namely, the vetting of all CIC immigration warrants for any national security concerns – it was determined that these resources could be better utilized by redeploying them to other PSAT initiatives. As of April 1, 2005, IIET resources were redeployed to other PSAT initiatives to address the noted pressures. (FPS)

**Integrated Immigration Enforcement Teams (IIETs)** – As of September 2004, the Integrated Immigration Enforcement Teams (IIETs) were able to successfully review all outstanding 53,000 Citizenship and Immigration Canada (CIC) immigration warrants for any national security concerns. This review was completed well in advance of the projected five-year timeline (ending in 2007). (FPS)

**Marine & Ports** – In 2004, the RCMP initiated a National Marine Security Threat Risk Assessment focused directly on Marine Security. This assessment provided a framework in identifying areas of priority (gaps) and recommendations/options to address these gaps. One of these recommendations is that more ports require immediate enforcement support as illegal activities are moving away from the better-monitored major ports to secondary ports. These findings, along with increased focus on the security of the Great Lakes, have prioritized the establishment of additional National Port Enforcement Teams (NPETs) in the Great Lakes – St. Lawrence Seaway area and a Marine Security Operations Centre. NPETs are fully integrated and intelligence-led with a goal of significantly disrupting and/or eliminating the capacity of organized crime groups to utilize Canada's seaports as a conduit for the entry of cargo and/or persons that could pose a threat to Canada's national security. (FPS)

**The 8th International Symposium on the Analysis and Detection of Explosives (ISADE)** – Organized by Forensic Laboratory Services, the symposium was held in Ottawa from June 6 to 10, 2004. The symposium fostered the sharing of information and knowledge regarding the analysis and detection of explosives, and promoted an interconnectedness and standardization among organizations providing scientific and technical support to international law enforcement. (NPS)

**Targeting counterfeit travel documents** – Targeting counterfeit travel documents is an important component in the fight against terrorism. In 2004/2005 the RCMP contributed to the reduction of counterfeit travel documents by:

- Examining Canadian passports, Permanent Resident Cards, Citizenship Certificates, SIN Cards, drivers' licenses and health cards, as well as travel documents from all over the world, to determine if they are genuine or counterfeit
- Providing training in counterfeit travel documents to officers posted in Canadian missions/embassies. These officers are an important link in the frontline against the threat of potential terrorists
- Meeting with officials from Consular Sections of 35 different embassies located in Canada to bring together various experts with an interest in passports and travel documents. Discussions focused on current trends and developments in passport fraud, biometrics and new passport designs

## ***Analysis of Performance by Strategic Outcome***

- Holding international discussions and meetings with regard to supporting Interpol's database for lost and stolen passports, standards for photos in passports issued to children younger than 16 years of age, and a combination of two biometric features recommended for addition to chips in passports (NPS)

**CBRN Research & Technology Initiative (CRTI)** – FLS oversees the forensic analysis of a variety of materials seized at a Chemical/Biological/Radiological/Nuclear (CBRN) crime scene. Through the federal government's CBRN Research & Technology Initiative (CRTI) and the Public Security Technical Program (PSTP), FLS plays an integral role in providing forensic advice to other federal government departments and scientific support to the police community. Installation and validation of advanced analytical instrumentation purchased through CRTI has improved the identification of unknown materials, specifically white powders. (NPS)

**Protection of International Protected Persons and Designated Sites** – Protective Operations is joining other government agencies at various levels in planning of events on government sites. International and national threat assessment and analysis are used to influence public activities in and around government sites, thereby allowing the program to be better able to ensure the safety of the sites under RCMP protection.

In 2004/2005 the RCMP provided protective services to:

- The Prime Minister and his family for 149 national and 38 international trips as well as 65 events in the National Capital Region
- Canadian dignitaries during 898 trips
- 671 embassies and consulates across Canada
- 497 domestic trips for foreign diplomats/dignitaries during their visits to Canada
- Nine major events including the visit of US President George W. Bush to Ottawa and Halifax, the 2004 Federal Elections and two First Ministers Meetings in Ottawa (PPS)

**National Major Event Template** – The Major Events Section has developed a working template to be used across the country in the planning and risk management of Major Event security operations, which defines the roles and responsibilities of key positions within the organizational structure. This template will standardize the planning process for major events within the RCMP and will maximize the effective and efficient use of resources. This standard, coordinated and comprehensive approach to planning will serve the RCMP in identifying and mitigating potential acts of violence and/or terrorism while ultimately carrying out its protective duties. (PPS)

### **Looking Forward**

We have increased our target for disruptions of national level terrorist groups to twelve for 2005/2006 across the country. (CID)

We will continue to track and analyze the number of projects/investigations related to key terrorist targets that are successfully concluded, in order to identify trends and changes. (CID)

We will, once again, conduct a detailed client/partner survey in 2005/2006 to measure the success of our initiatives over the last 18 months, on issues identified in the original survey. (CID)

We will promote more effective, centrally coordinated National Security program management by ensuring that national security incidents are immediately reported to RCMP national HQ. We will also ensure the effective central coordination of National Security program investigations. (CID)

The measures selected for the Border Integrity were not captured due to technological developments. These hurdles will be overcome by the middle of the next fiscal year; we will be reporting the percentage of Border Integrity investigations initiated by intelligence profiles and the percentage of Border Integrity intelligence-led enforcement opportunities that have resulted in interdiction of persons and/or property. (FPS)

The Interdepartmental Marine Security Working Group (IMSWG) identified the following marine security gaps: Gap (5) – Emergency Response Teams (ERTs); Gap 6(a) – Mid-Shore Patrols; Gap 7(a) – National Waterside Coordination Program; Gap 10(a) – Enhancement and Creation of the National Ports Enforcement Teams (NPETs); and Gap 13(a) – Great Lakes – St. Lawrence Seaway Marine Security Operations Centre. (FPS)

## ***Analysis of Performance by Strategic Outcome***

The Federal budget of February 2005 identified funding for the gaps identified above. There are currently marine security initiatives underway concerning: Waterside Security Coordination; Marine Security Operations Centres; Marine Security Enforcement Teams (Mid-Shore Patrols); Marine Intervention (ERT Armed Shipboarding) Teams; and enhancements to the National Port Enforcement Teams. (NPETs) (FPS)

The response to these gaps in our current marine security picture has been to build capacity in an integrated manner. The focus will continue to be on building upon the existing strengths and mandates of our partners, both governmental and private, thus providing the most operationally and fiscally effective team approach. (FPS)

RCMP, PSEPC and the US Coast Guard are part of a working group looking into the implementation of the new version of the Ship Rider concept. Ship Rider is aimed at enhancing overall binational enforcement on the Great Lakes – St-Lawrence Seaway. Under this concept, the US and Canadian officers would be co-locating on each other's vessels, which would permit cross-border flexibility to gather intelligence and interdict vessels and people who may pose a risk to national security, while providing greater resources capacity. (FPS)

In keeping with the goal of safe homes and safe communities, the RCMP National Priorities of Terrorism and Youth, and the RCMP's Bias-free Policing Program, the RCMP National Security Program is setting up a Community Outreach Program in the Integrated National Security Enforcement Teams (INSETs) and National Security Investigations Sections (NSIS), similar to the Community Advisory Committees at all RCMP detachments across Canada. This is an enhancement of existing National Security outreach work, as the RCMP has been working with Visible Minority communities pre- and post-9/11. To enhance this cooperation, the RCMP is now designing comprehensive community programs to engage diverse ethnic, cultural and religious communities across Canada to increase the understanding of mutual goals and concerns, elicit cooperation in making Canada secure from terrorist activity and to ensure appropriate and informed communications should a crisis arise. (FPS)

### **4. ABORIGINAL COMMUNITIES**

#### **Why Aboriginal Communities are a Strategic Priority:**

In February 2004, the Governor General stated in the Speech from the Throne that Aboriginal Canadians have not fully shared in Canada's good fortune. She expressed a desire on the part of the Government to see Aboriginal Canadians participate fully in national life on the basis of historical rights and agreement. In October, the Government of Canada committed to report on the activities undertaken to reduce the gaps experienced by Aboriginal people to the Canada-Aboriginal Peoples Roundtable.

The RCMP Aboriginal strategic priority is directly linked to Government of Canada priorities. Our strategic outcome is to contribute to the health and safety of Aboriginal communities. This, in combination with a variety of factors, drives our service delivery approach.

Some of the factors that the RCMP takes into account include demographics, employment and over-representation of Aboriginal people in the Criminal Justice System. (Factors such as the increasing number of Aboriginal population of which one third is under the age of 14 as compared to 19% amongst other Canadians). Aboriginal people have a significantly lower median age as compared to other Canadians. There are higher rates of unemployment among Aboriginal people. It is anticipated that 160,000 new jobs will be required by 2006 to maintain current Aboriginal labour force participation, which represents a 50% increase of currently employed Aboriginal people. In terms of federal incarceration, Aboriginal people account for 18% of those federally incarcerated yet represent only 3.3% of the Canadian population.

The RCMP recognizes that the important link between health, social services, community infrastructure, economic conditions and limited life choices can lead to involvement in the criminal justice system. Furthermore, many of the challenges faced by the Aboriginal communities require a multi-pronged and multi-agency approach to address these challenges. As a result, the RCMP is committed to the philosophy of community policing to engage Aboriginal communities.

## ***Analysis of Performance by Strategic Outcome***

Currently, the RCMP provides policing services to over 600 Aboriginal communities, many of which are engaged in a community planning process focused on achieving community objectives. Leveraging community engagement and mobilization, the RCMP is able to provide culturally sensitive police services while collaboratively building community capacity to prevent crime through social development. This enhances overall service delivery to Aboriginal communities.

### **Strategic Outcome**

- To contribute to Safer and healthier Aboriginal Communities

### **Outcome Statements**

- Contribute to the long-term wellness and safety of Aboriginal communities by being involved in initiatives surrounding education, employment, health and cultural development while at the same time finding ways to prevent/resolve conflict by focusing on crime prevention partnerships, restorative justice processes and a holistic and culturally-sensitive approach to problem solving

### **Intermediate Outcome**

- Provision of culturally sensitive policing services

### **Immediate Outcomes**

- Improved service delivery within Aboriginal Policing Services
- Demonstrated value for service
- New and improved partnerships

### **Business Line / Key Program Accountability**

- Community, Contract and Aboriginal Policing Services (CCAPS); National Aboriginal Policing Services (NAPS)
- Corporate Infrastructure / Strategic Direction (SD); Human Resources Management (HRM)
- National Police Services (NPS)

### **Plans and Priorities**

- Engage Aboriginal communities in a community planning process to address their primary issue(s) of concern and work collaboratively to find ways of addressing solution to the challenges or issues identified (CCAPS/NAPS)

- Diamond Source Data Base – The need for this new service has been driven largely by the attraction and involvement of organized crime in the diamond industry. The Diamond Source Data Base will be used to assist both national and international police agencies with investigations, support criminal charges in courts of law, and prevent crime in Canada and support public safety within the communities most influenced by this industry, which currently consist of a large component of northern youth and Aboriginal workers (NPS – FLS)
- Communicate effectively – enhance mechanisms for communicating with internal and external clients and partners (SD)
- Ensure sound operational policy development – invest in and utilize policy-relevant research (CCAPS)
- Ensure data quality/integrity – examine existing mechanisms (internal and external) for capturing operational data and suggested improvements to enhance intelligence capacity and service delivery (CCAPS)
- Improve service delivery within the Aboriginal Policing Service Line – examine/mitigate or remove structural barriers to improved service delivery and align existing resources by examining steps undertaken to improve the Aboriginal Policing Service Line (CCAPS/NAPS)
- Develop community capacity to use restorative processes – engage the community in a collaborative approach to preventing crime and problem solving; employ techniques and practices proven to work in the long-term to prevent and address crime for both victims and offenders (CCAPS)
- Deliver a professional and culturally-sensitive police service, which is aligned with community needs, using various feedback and recommendations to ensure our workforce recognizes diverse needs of Aboriginal clients and is equipped with the right knowledge and tools for appropriate service delivery (CCAPS)

## ***Analysis of Performance by Strategic Outcome***

- Demonstrate value for service – promote and profile Aboriginal Policing services through a systematic approach to communications aimed at existing and potential clients in order to raise awareness of RCMP Aboriginal Policing services, to ensure increased understanding and awareness of our commitment to Aboriginal people (CCAPS)
- Build new and strengthen existing partnerships – identify and nurture strategic partnerships with organizations and individuals involved in addressing Aboriginal needs and issues; pursue opportunities to consult, cooperate, coordinate or collaborate with partners including various levels of government, non-government agencies, Aboriginal communities, and Aboriginal-serving organizations to reach defined goals and shared objectives (CCAPS)
- Contribute to the development of public policy through consultation with federal and provincial/territorial partners (CCAPS/NAPS)
- Recruit, develop and retain the right people – continue to attract, recruit, develop and maintain our Aboriginal complement (HR)

### **Key Partners**

Aboriginal communities and leaders; national Aboriginal organizations; INAC; DOJ; CSC; Office of the Federal Interlocutor for Métis and Non-status Indians; Department of Fisheries and Oceans (DFO); CIC; Health Canada; Canadian Heritage; HRDC (DSD); provincial Attorneys General; provincial/territorial health officials; and the international diamond industry

## Analysis of Performance by Strategic Outcome

<b>Safer and Healthier Aboriginal Communities – Successfully met expectations</b>	
<b>Key Performance Measures</b>	<b>Key Performance Results</b>
<ul style="list-style-type: none"> <li>Implementation and update of community plans developed in consultation with Aboriginal communities in 2003/2004</li> </ul>	<ul style="list-style-type: none"> <li>Many of the over 600 community that the RCMP provides service to have developed and are implementing community plans with efforts directed at achieving shared objectives that resulted in a reduction of crime, an increase in crime prevention initiatives and community development activities</li> </ul>
<ul style="list-style-type: none"> <li>Percentage change in actual offences reported / measurable issues in detachments serving Aboriginal communities</li> </ul>	<ul style="list-style-type: none"> <li>Many Aboriginal communities have experienced a change in the number of actual offences reported / measurable issues which is the result of consultation and engagements</li> </ul>
<ul style="list-style-type: none"> <li>Number of members trained in "Aboriginal Perceptions"</li> </ul>	<ul style="list-style-type: none"> <li>In 2004/2005, 320 RCMP police officers received training in "Aboriginal Perceptions"</li> <li>In 2004, an Inuit Perceptions Training (IPT) was developed in partnership with the Government of Nunavut. In 2004, there were 20 employees who participated in an IPT "train the trainer" session and another nine received the IPT itself</li> </ul>
<ul style="list-style-type: none"> <li>Number of internal policies National Aboriginal Policing Services (NAPS) contributes to in order to ensure Aboriginal-specific consideration/content</li> </ul>	<ul style="list-style-type: none"> <li>NAPS has worked on several initiatives, policies and processes within the organization that supports and enhances Aboriginal-specific consideration and content</li> </ul>
<ul style="list-style-type: none"> <li>Identification of the number of Aboriginal communities, served by RCMP, with active Restorative Justice programs/processes in place</li> </ul>	<ul style="list-style-type: none"> <li>NAPS surveyed detachments providing policing services to Aboriginal communities to identify restorative justice programs and processes currently in place in order to develop an inventory</li> <li>The RCMP Restorative Justice Inventory identifies the detachment and community along with general information about the restorative justice program or process such as years in place, whether it targets criminal or non-criminal processes, target audience (youth/adults), initiative partners and a contact for more information</li> </ul>
<ul style="list-style-type: none"> <li>Number of meetings held which support objective of providing culturally-sensitive police service</li> </ul>	<ul style="list-style-type: none"> <li>In addition to several existing committees designed to facilitate dialogue and positive change, a new working committee. The RCMP Aboriginal Employees Council, was formed in February 2005</li> <li>There were two Commissioners National Aboriginal Advisory Committee (CNAAC) meetings in FY 2004/2005 resulting in a total of nine recommendations, of which eight were resolved</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of detachments serving Aboriginal communities that have Aboriginal community service delivery profiles developed and posted on divisional Intranet/Internet sites</li> </ul>	<ul style="list-style-type: none"> <li>Many of the RCMP working with Aboriginal communities collaborated on the development of community profiles, of which some have been posted to the Divisional (province and territory) Intranet and Internet</li> </ul>



## *Analysis of Performance by Strategic Outcome*

### **Contributions towards promoting safer and healthier Aboriginal Communities:**

RCMP initiatives contributed to achieving the expected results of the Aboriginal priority by developing and strengthening partnerships with our clients. The RCMP continues to be informed of the challenges faced by Aboriginal communities and is working on the development and implementation of community plans to address these challenges. Consultation between Aboriginal community leaders, national Aboriginal organizations and RCMP management occurs on an ongoing basis. (CCAPS)

Recruitment of Aboriginal candidates to the RCMP is an effective way to provide culturally sensitive police services to Aboriginal communities as it assists the RCMP to remain representative of the communities they serve. In 2004, the RCMP had approximately 850 police officers that self-identified as Aboriginal, representing 5.6% of the total RCMP police officer contingent. The RCMP is working hard to increase this number through a variety of programs. It also contributes directly to the general health and safety of Aboriginal peoples by working with over 600 First Nation, Inuit and Métis communities. (CCAPS)

As the central repository of Canadian criminal records, RTID will offer information that assists in the improved delivery of policing services to Aboriginal communities. This information will support ongoing research for policy development and provide support information in the restorative justice process. (NPS)

The combination of these approaches ensures that we strive to maintain a culturally appropriate service delivery model. As a result, it ensures we remain strategic in our approach and examine long-term challenges to meet the needs of our Aboriginal clients. (CCAPS)

### **Programs/Projects/Initiatives of Special Interest**

**Evaluations of Aboriginal Policing Services** – 2004/2005 saw several concurrent evaluations of Aboriginal Policing Services. These included an internal evaluation by the RCMP and external evaluations of the First Nations Policing Program (FNPP) by Public Safety and Emergency Preparedness Canada and by the Office of the Auditor General. NAPS anticipates that the results of these evaluations will provide valuable insights on the Aboriginal Policing Service Line and this will serve as catalyst for growth and change. (CCAPS)

**Aboriginal Community Plans** – RCMP has worked collaboratively with many Aboriginal communities to identify their primary area(s) of concerns and develop an action plan on how to address these concerns. As a result, relationships between the RCMP and Aboriginal communities were developed or strengthened and community plans were developed. Efforts were directed at achieving shared objectives that resulted in a reduction of crime, an increase in crime prevention initiatives and community development activities. (CCAPS)

**Aboriginal Perceptions Training** – The RCMP recognizes the unique experiences of Aboriginal people in Canada and, therefore, developed the Aboriginal Perceptions Training (APT) Program in 1999. APT is a program based on the historical accounts of Aboriginal peoples' experiences and how these have shaped their perception, their views of the world around them and, specifically, the Canadian Justice System. Since then, it has been used to train RCMP police officers. In 2004/2005, 320 RCMP police officers received this training. (CCAPS)

**Inuit Perceptions Training** – In 2004, an Inuit Perceptions Training (IPT) program was developed in partnership with the Government of Nunavut. It was modeled after the APT, but detailed those specific cultural, environmental and geographical factors that make Inuit culture distinct from that of other Aboriginal people. In 2004, there were 20 employees who participated in an IPT "train the trainer" session and another nine received the IPT itself. (CCAPS)

**Restorative Justice Programs** – NAPS surveyed detachments providing policing services to Aboriginal communities to identify restorative justice programs and processes currently in place in order to develop an inventory. The RCMP Restorative Justice Inventory identifies the detachment and community along with general information, such as years in place, whether it targets criminal or non-criminal processes, has a target audience (youth/ adults), initiative partners and provides a contact for more information. It is important to note that not all programs identified are RCMP-led; some are community-led in partnership with the RCMP. (CCAPS)

**Commissioner's National Aboriginal Advisory Committee** – The RCMP is committed to effecting change for Aboriginal people in Canada. One of the mechanisms utilized is the Commissioner's National Aboriginal Advisory Committee (CNAAC). This Committee brings representatives from each division

## **Analysis of Performance by Strategic Outcome**

(Province or Territory) to address the issues and challenges in service delivery to Aboriginal communities experienced in their division. The Committee meets twice a year with senior management from the RCMP including:

- Commissioner
- Assistant Commissioner of Community, Contract and Aboriginal Policing (CCAPS)
- Commanding Officer of the Hosting Division
- Officer in Charge of National Aboriginal Policing Services (NAPS)
- Officer in Charge of Employment Equity (EE)
- Officer in Charge of Divisional Aboriginal Policing Services Unit

There were two CNAAC meetings in FY 2004/2005 resulting in a total of nine recommendations, of which eight were resolved. Action was taken on the last recommendation related to Aboriginal Employee Wellness. It was agreed that this recommendation would be an ongoing agenda item to ensure that activities related to Aboriginal Employee Wellness continued to be examined. (CCAPS)

In addition to several existing committees designed to facilitate dialogue and positive change [e.g., the Commissioner's National Aboriginal Advisory Committee (CNAAC) and the Commissioner's Advisory Committee on Visible Minorities (CACVM)], a new working committee (the RCMP Aboriginal Employees Council) was formed in February 2005. (HR)

**Employment Systems Review** – As part of our Employment Equity Program, we are conducting an Employment Systems Review (ESR) in our ongoing efforts to comply with the Canadian Human Rights Commission's *Framework for Compliance Audit*. The purpose of the ESR is to identify policies and practices that may have an adverse impact on designated *Employment Equity Act* groups (i.e., women, Aboriginal peoples, persons with disabilities and visible minorities). If this is found to be the case, recommendations will be made on changes to policies, practices or actions to reach equitable representation within a reasonable period, as well as to better align our program with Canada's changing and diverse population. (HR)

**Embracing Change** – As part of the Embracing Change program, the Government released new funds for 2004/2005. The RCMP has received confirmation for \$1.2M in funding to be used for the engagement of up to 100 Aboriginal and Employment Equity group candidates. Our progress towards meeting this target will be monitored by Employment Equity, as part of our Human Resources Sector. (HR)

### **Looking Forward**

From a planning perspective, the Aboriginal Priority will continue in 2005/2006, but the RCMP structure supporting the priorities will change. In 2004/2005, the Priority was led by the Assistant Commissioner of Community, Contracts and Aboriginal Policing Services (CCAPS), which resulted in a focused approach to meeting strategic objectives under the Priority. In 2005/2006, the Priority will be managed by a Deputy Commissioner who will lead a Strategic Priority working group composed of senior management from different business lines within the organization. It is anticipated that this integrated approach will leverage organizational resources and create a greater focus on the Aboriginal Priority, thus creating greater organizational contributions to the Priority. (CCAPS)

National Community and Aboriginal Policing Services (NCAPS) identified a need to assist frontline police officers in the community planning process. It is anticipated that the Aboriginal Priority will deliver a Community Plans Development Guide to address this gap and ensure that frontline personnel address the planning process similarly. (CCAPS)

### 5. YOUTH

#### Why Youth is a Strategic Priority:

Both nationally and internationally, it is recognized that economic disparity may increase the potential for criminality and victimization. Underemployed, urbanized young men are an especially volatile group that can be easily drawn into organized crime or mobilized for violent political action.

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

Each year, more than 75 percent of missing children cases are reported as runaway children and youth. Research reveals that runaway children and youth have low self-esteem and are susceptible to victimization such as juvenile prostitution. They are easily exposed to life on the street, commit crimes for survival, and become dependent on drugs.

Internet-based child sexual exploitation is a growing global issue that includes crimes such as child sexual abuse images, Internet luring, child prostitution and child sex tourism. In recent years, there has been an increase in focus on the issue of online sexual exploitation of children within Canada. The Internet has changed the way child sexual exploitation offences are committed, investigated and prosecuted. It has also destabilized the ability of Canada's criminal justice system to respond effectively to this type of criminal activity. Due to the borderless nature of the Internet and the offences facilitated via the computer, investigations of these offences require heightened levels of coordination between law enforcement agencies across the country and globally.

The RCMP's youth strategy continues to focus on preventing and reducing youth involvement in crime as victims and offenders by focusing on addressing the root causes of crime and delivering services that are responsive to the needs of Canadians. Early intervention has proven to be extremely important. It can best be achieved by focusing on youth, using educational and preventative programs, and diversion and restorative justice strategies whenever appropriate. These strategies are most effective when combined with community crime prevention programs. We will continue to emphasize consistency, continuity, and collective sustained efforts to build on past endeavours.

Addressing youth issues and bringing about significant change is a long-term objective in which the RCMP and community partners play an important role and which requires sustained efforts. As RCMP members continue to deal with youth victims, youth-at-risk and young offenders, it is important to maintain a strategic approach to dealing with youth and youth issues in order to effect positive change in the short- and long-term. It is through such an approach that we can be most effective at preventing crime and at ensuring safer and healthier children, stronger families, better schools and more cohesive communities.

#### Strategic Outcome

- Prevent and reduce youth involvement in crime as victims and offenders

#### Outcome Statements

- Implement an effective, comprehensive, sustainable long-term response to youth crime and victimization that addresses root causes and identifies community capacity
- Guide resources, actions and activities at the frontline to support approaches that are consistent with youth justice law and are proven to work

#### Intermediate Outcomes

- The prevention and reduction of the incidence of missing and exploited youth.
- Enhanced focus on early intervention and root causes of youth crime and victimization
- Increased emphasis on rehabilitation and integration of youth who offend

#### Immediate Outcomes

- Enhanced knowledge-based, intelligence-led response to youth issues
- Engaged community in collaborative approach to crime prevention and problem solving

#### Business Line / Key Program Accountability

- Contract Policing Services (CPS) (Community, Contract and Aboriginal Policing Services (CCAPS))
- National Police Services – National Child Exploitation Coordination Centre (NPS – NCECC)

#### Plans and Priorities

- Prevent youth crime – address underlying causes, and respond to needs of young people, especially those in situations of risk (CCAPS) (NPS – NCECC)
- Optimize responses to youth who offend; place an emphasis on rehabilitation and integration through early intervention, meaningful consequences, restorative approaches and community-based involvement (CCAPS)

## ***Analysis of Performance by Strategic Outcome***

- Seek input from communities, especially youth and youth-serving organizations – provide expertise and leadership in facilitating community-wide problem-solving with a balance of prevention and intervention strategies (CCAPS) (NPS – NCECC)
- Focus on community-based early intervention efforts that address root causes of crime and victimization – as a component of the National Crime Prevention Strategy and supported by funding partnerships with National Crime Prevention Centre (CCAPS)
- Ensure data quality – in terms of timeliness, accuracy, completeness, validity and reliability (NPS – NCECC) (CCAPS)
- Develop leading-edge policing practices – maximize research, information and expertise to develop and refine policing practices for youth and communities (CCAPS) (NPS – NCECC)
- Develop community capacity to use restorative justice processes for youth and Aboriginal communities (CCAPS)
- Optimize support and responses to youth victims – promote pro-social values, reduce risk and increase protective factors for children, youth, their families and the broader community (CCAPS)
- Build new and strengthen existing partnerships – pursue opportunities to consult, cooperate, coordinate and collaborate with various levels of government, non-government agencies, communities, youth and youth-serving organizations (CCAPS) (NPS – NCECC)
- Contribute to public policy – participate in government policy development by contributing our experience; promote sharing of policy and research expertise and tools and techniques, both internally and externally (CCAPS) (SD)
- Communicate effectively – disseminate information internally and externally on good operational policing practices with youth and potential benefits of crime prevention achieved through social development (CCAPS)
- Provide education and prevention resource materials to law enforcement agencies and the public to raise the awareness of missing and exploited children (e.g., by highlighting May 25 – National Missing Children’s Day) (CCAPS) (NPS – NCECC)
- Work with law enforcement partners across Canada and internationally, and with Government and industry to combat Internet-based child sexual exploitation (NPS – NCECC)
- Provide a national, integrated environment for the coordination, collaboration, education, intelligence, and research and development of strategies to combat the global online sexual exploitation of children (NPS – NCECC)
- Raise awareness and educate youth and parents about the prevalence of online sexual exploitation so that they may protect themselves from this type of criminal activity through activities with Cybertip.ca and the Canadian Coalition Against Internet Child Exploitation (NPS – NCECC)
- Develop effective methods of identifying and locating victims of Internet-based child exploitation so that they can be appropriately cared for and removed from harm (NPS – NCECC)
- Expand the network of law enforcement agencies using the Child Exploitation Tracking System (CETS) (NPS – NCECC)
- In response to the G8 commitment of identifying victims of child sexual exploitation, launch the Canadian Image Database for Exploited Children (CIDE) (NPS – NCECC)

### **Key Partners**

DOJ; PSEPC (SGC); National Crime Prevention Centre (NCPC); Health Canada; Human Resources Development Canada (Department of Social Development) (HRDC [DSD]); Indian and Northern Affairs Canada (INAC); Canadian Heritage; Canada Border Services Agency (CBSA); Citizenship and Immigration Canada (CIC); Industry Canada; Foreign Affairs Canada (FAC); provincial agencies; communities; national and international organizations with mandates for children and youth; Interpol; victims services organizations; other police agencies; and the education sector

## Analysis of Performance by Strategic Outcome

<b>Prevent and reduce youth involvement in crime as victims and offenders – Successfully met expectations</b>	
<b>Key Performance Measures</b>	<b>Key Performance Results</b>
<ul style="list-style-type: none"> <li>Youth charge rates; number of youth dealt with outside the court system by Division</li> </ul>	<ul style="list-style-type: none"> <li>In 2004, the number of youth charged by the RCMP with violent offences and with other offences have both decreased by 11% compared to 2003 data</li> </ul>
<ul style="list-style-type: none"> <li>Number of youth charged</li> </ul>	<ul style="list-style-type: none"> <li>When comparing the RCMP baseline (1997-2004) to the eight-year average data, the 2004 total of youth charged with violent offences is 7% lower than the eight-year average; the 2004 total of youth charged with other offences is 18% lower than the eight-year average</li> </ul>
<ul style="list-style-type: none"> <li>Number of chargeable youth not charged</li> </ul>	<ul style="list-style-type: none"> <li>In 2004, the number of chargeable youth not charged for violent offences and other offences, excluding Provincial Statutes, Traffic and Municipal Offences has decreased by 6% compared to 2003 data</li> <li>In 2004, the number of youth diverted by the RCMP, from the formal court system has increased by 106% compared to 2003 data</li> </ul>
<ul style="list-style-type: none"> <li>Number of youth referred to Community Justice Forums</li> </ul>	<ul style="list-style-type: none"> <li>In 2004, the number of youth referred to Community Justice Forums has decreased by 24% compared to 2003 data; this reduction is attributed to an increase by 106% of the number of youth diverted during the same period to other extrajudicial measures</li> </ul>
<ul style="list-style-type: none"> <li>Percent of detachments that have implemented a plan to address identified youth crime problem or youth issue</li> </ul>	<ul style="list-style-type: none"> <li>99% percent of detachments have implemented a community plan to address identified youth crime problem or youth issue</li> </ul>
<ul style="list-style-type: none"> <li>Number of members trained in Safer Communities Workshop (Crime Prevention Through Social Development)</li> </ul>	<ul style="list-style-type: none"> <li>406 members were trained in Safer Communities Workshop (Crime Prevention Through Social Development) in nine provinces and two territories</li> </ul>
<b>Additional Key Performance Measures</b>	<b>Additional Key Performance Results</b>
<ul style="list-style-type: none"> <li>Number of cases processed through the National Child Exploitation Coordination Centre (NCECC)</li> </ul>	<ul style="list-style-type: none"> <li>Since July 2004, the NCECC has received 1,240 tips, of which 80% involved multi-jurisdictional and trans-border investigations</li> </ul>
<ul style="list-style-type: none"> <li>Number of police agencies using CETS</li> </ul>	<ul style="list-style-type: none"> <li>16 Canadian law enforcement agencies</li> </ul>
<ul style="list-style-type: none"> <li>Number of people who receive training</li> </ul>	<ul style="list-style-type: none"> <li>Second annual national workshop for investigators had 75 participants, representing 10 provinces and one territory, 21 police agencies, two US departments, one Interpol representative, three Canadian Border Security Agency representatives, and three Crown Prosecutors</li> <li>Delivery of the Canadian Internet Child Exploitation (CAN-ICE) pilot course developed by the NCECC (via an OPP secondment) to 16 participants from across Canada and one Australian participant</li> <li>125 Canadian investigators received CETS training</li> </ul>
<ul style="list-style-type: none"> <li>Number of public awareness initiatives in which the NCECC is a partner/participant</li> </ul>	<ul style="list-style-type: none"> <li>15 public awareness initiatives completed</li> </ul>
<ul style="list-style-type: none"> <li>Number of hits on the NCECC website</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 650 per month</li> </ul>
<ul style="list-style-type: none"> <li>Number of officers/investigators seconded to the NCECC</li> </ul>	<ul style="list-style-type: none"> <li>To date, the NCECC has seconded investigators from the Ontario Provincial Police and the Ottawa Police Service</li> </ul>
<p>Note: Based on data extracted from the report "RCMP Youth Charge and Youth Diversion Numbers, National and Divisional Trends 1997-2004 (Operational Statistics Reporting System and Uniform Crime Reporting Survey)".</p>	

## ***Analysis of Performance by Strategic Outcome***

### **Contributions towards preventing and reducing youth involvement in crime as victims and offenders:**

The "RCMP Youth Charge and Youth Diversion Numbers, National and Divisional Trends 1997-2004 (Operational Statistics Reporting System and Uniform Crime Reporting Survey)" Report demonstrates that the RCMP has made progress in reducing the number of charges laid against youth and has increased the number of youth diverted from the formal court system. It also highlights the top youth offences nationally and by province/territory with a view of guiding decisions on which tools to gather and/or to develop to assist RCMP detachments in their work on youth issues. In Canada they are: traffic, property, provincial (excluding traffic), other criminal code offences and assault. (CCAPS)

As a result of the Safer Communities Workshops, RCMP members have consulted with their community partners and sought their input in identifying community issues pertaining to youth. They have built new and strengthened existing partnerships and identified community-wide solutions to youth issues. (CCAPS)

The implementation of youth community plans has progressed into initiatives being undertaken by RCMP detachments, in partnership with community partners and stakeholders, to address youth victimization issues such as bullying, family violence and underlying causes of youth crime such as substance abuse. (CCAPS)

Summative evaluations of three pilot projects on early child development and youth intervention were completed with a view to share experiences and lessons learned from these projects, and to offer direction and support to communities attempting to improve conditions through their own social development initiatives. These projects were initially funded to address long-term response to community-based early intervention efforts that address root causes of crime and victimization. (CCAPS)

Research led to the completion of a Background Paper on the Role of RCMP Officers in Schools and a Framework for RCMP Activities in Schools with a view to develop a National Youth Officer Strategy. This strategy will guide the development of a multi-faceted approach, consistent with youth justice law, for police officers' interactions with children and youth-at-risk, as well as with community stakeholders/partners involved with youth. The approach will aim at instilling the

concept of community capacity building to assist youth at risk of becoming involved in crime as victims and/or offenders. (CCAPS)

Through leadership and partnership, the National Child Exploitation Coordination Centre (NCECC) provides a national integrated environment that works collaboratively with Canadian and international law enforcement partners and with Government and industry to combat the global online sexual exploitation of children. (NPS)

Legislation has mandated the RCMP to hold and manage the Central Repository for Criminal Records as they relate to Canada's youth. RTID will provide the infrastructure to ensure the timely and accurate management of information on youth. (NPS)

The Drug Awareness Service Coordinators deliver and act as catalysts to mobilize Police Officers and other partners to conduct education and awareness on substance abuse and related issues in Canadian schools, communities and workplaces. These activities are getting important information to Canadians, especially our youth. (FPS)

Communities mobilized:

- DARE: In 2004, DARE delivered into 1,324 Canadian School Communities from approximately 200 different Canadian School Districts
- Racing Against Drugs: Twenty (20) communities mobilized involving 720 schools and 35,000 students, teachers, parents and business supporters
- Drug Endangered Children: One (1) community mobilized – the first Canadian model

Nature of Drug Awareness education/sessions/programs provided:

- RCMP Drug Awareness delivered presentations on various drug related issues to 57,527 Canadians in the schools, community and workplace
- Approximately 600 presentations to 12,000 plus Canadian youth
- Approximately 104 presentations to 4,469 Professionals (Physicians, Police, Nurses, Emergency responders, Child and Youth Workers, Social Workers, Health Officials and Teachers)
- Approximately 34 "train the trainer" sessions on drug-related topics (FPS)

### Programs/Projects/Initiatives of Special Interest

**RCMP Drug Awareness Service Coordinators** – RCMP Drug Awareness Service Coordinators deliver and act as catalysts to mobilize Police Officers and other partners to conduct education and awareness on substance abuse and related issues in Canadian schools, communities and workplaces. These activities are getting important information to Canadians, especially our youth. (FPS)

**National Child Exploitation Coordination Centre (NCECC)** – NCECC obtained funding in April 2004. Since then, NCECC has become one of the founding members of the “Virtual Global Taskforce”, the Canadian lead for the G8 Image Database Working Group and has initiated the Canadian Coalition Against Internet Child Exploitation. In April 2004 and April 2005, the NCECC held National Workshops for investigators specialized in Child Exploitation, and in 2004/2005 created and ran the first Canadian Internet Child Exploitation Course for law enforcement (CAN ICE). NCECC has also established a “Youth Advisory Committee” on child sexual exploitation on the Internet, and has developed and launched the Child Exploitation Tracking System (CETS) on a national basis in collaboration with Microsoft. Furthermore, NCECC created the Victims Identification Unit, prepared an Environmental Scan on the subject of Internet-based child sexual exploitation, and led numerous investigations in Child Exploitation on the Internet. (NPS – NCECC)

**The America’s Missing Broadcast Emergency Response (AMBER) Program** – AMBER is a voluntary partnership between law enforcement and broadcasters to activate an urgent bulletin when a serious child abduction case is reported to police. The RCMP now has a National Amber Alert Coordinator whose role is to assist national police agencies on implementing an Amber Alert Plan in their local jurisdictions. (NPS)

**Travel/Reunification Program** – The RCMP has a travel/reunification program that is designed to assist a parent or a legal guardian who cannot afford to be reunited with their abducted child. (NPS)

**Photo-age Progression and Regression Services** – The RCMP provides photo-age progression and regression services for any child missing for more than two years to all police and search agencies. (NPS)

### Looking Forward

We will continue to take steps to reduce the involvement of youth in criminal activity.

The *Aboriginal and Youth Community Plans Development Guide and Quality Assurance Guide* was created to promote the consistent development of plans and reporting on strengths and limitations, achievements and overall impact of the plans throughout the RCMP. The Guide was developed in direct response to requests by police officers for a template which would provide a set of guidelines and tools to develop, upgrade and assess community plans. (CCAPS)

## ***Analysis of Performance by Strategic Outcome***

### **Plans and Priorities by Government of Canada Management Initiatives**

#### **1. Modern Comptrollership**

In 1999-2000, the RCMP joined the group of Comptrollership Modernization pilots and established a dedicated program office in April 2000. Since then, the RCMP has continued to advance the integration and application of Modern Comptrollership (MC) principles and practices so that they are now embedded within the Force's strategic and management planning and decision making processes. The business sense and improved management practices associated to MC have since been incorporated into our various human resource, financial and administrative management practices and procedures. As a result, Modern Comptrollership is no longer viewed as a separate, government initiative.

The RCMP has developed and refined a strategic planning, accountability and reporting framework and process that aligns priorities and plans with resource allocation and targeted results. Beginning with the Commissioner's Annual Directional Statement, together with the Strategic Framework and Priorities, clear results/outcome statements for business lines are linked to consistent corporate/government-wide priorities/departmental mandates.

The RCMP has a structured resource allocation process in place which is based on the achievement of its strategic priorities. Outcome statements are key elements of the Balanced Scorecard performance management tool, which is now fully embedded within the RCMP culture and management processes.

During 2003/2004, an Assistant Commissioner, Ethics and Integrity was appointed; an Office of Ethics and Integrity was established; the new Values and Ethics Code for the Public Service was embraced by the RCMP, which complements the RCMP's own Code of Conduct under Section 37 of the *RCMP Act*; and a booklet entitled "Ethics and Integrity in the RCMP" was distributed to all employees.

In addition, in order to enhance common understanding of MC among RCMP managers, information on MC has been made available on the RCMP internal website through the "Manager's Toolkit". MC is also an element of the Corporate Management and Comptrollership module which is delivered through the Officer Orientation and Development Course.



## Analysis of Performance by Strategic Outcome

Planned Results	Results Achieved – Successfully met expectations
<ul style="list-style-type: none"> <li>Plan communication initiatives to enhance and broaden awareness and understanding of the Treasury Board's Management Accountability Framework (MAF)</li> </ul>	<ul style="list-style-type: none"> <li>The RCMP works closely with TBS to ensure that we not only meet the expectations of Parliament and Canadians, but that we also continue to assume a leadership role within government to further implement and institutionalize the modern management accountability practices outlined in the Management Accountability Framework (MAF)</li> </ul>
<ul style="list-style-type: none"> <li>Ongoing monitoring of the RCMP Management Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>As part of the RCMP Management Improvement Plan, the RCMP has made excellent progress towards implementing TBS modern management accountability elements into all aspects of management within the RCMP</li> <li>Significant progress was made in 2004/2005 towards integrating the elements of MAF into our operational activities</li> </ul>
<ul style="list-style-type: none"> <li>Continue to be a "mentor" department, serving as a source of advice and guidance to other departments, as well as serving as a resource to the Canada School of Public Service</li> </ul>	<ul style="list-style-type: none"> <li>The RCMP acts as a pilot department and leads, participates in and contributes to numerous horizontal initiatives. In doing so it serves as a source of advice and guidance to other departments as well as domestic and international law enforcement partners</li> </ul>
<ul style="list-style-type: none"> <li>Continue to be a member of various central agency working committees at various levels (e.g., the Modernization Task Force of Deputies; the Comptrollership Council of ADMs; and the Directors General Working Group)</li> </ul>	<ul style="list-style-type: none"> <li>The RCMP, through its membership on a wide range of advisory committees, steering committees and working groups, is actively involved in setting direction for policy and programs across government</li> <li>The RCMP leads, participates in and contributes to numerous horizontal initiatives which serve to leverage RCMP capacity through partnerships, shared objectives and common goals to maximize results for Canadians – some examples include: IBETS, INSETS, IMETS, CSFEU, NPET, IPOC</li> <li>The RCMP is involved as a key player in a number of safety, security and law enforcement initiatives on the data, information and knowledge fronts. These include the Inoperability Initiative, Integrated Justice Information Initiative and the Public Safety Organizations Information and Knowledge Committee</li> <li>Other examples of RCMP involvement in advisory committees and steering committees related to modernizing public sector management are: <ul style="list-style-type: none"> <li>ADM Advisory Committee on Travel Modernization (PWGSC)</li> <li>Comptroller General Financial Management Advisory Council (TBS, Comptroller's Office)</li> <li>External Advisory Group on Modernizing Expenditure Management (TBS)</li> <li>ADM Task Force on Sustainable Development Committee</li> <li>Long Term Vision &amp; Plan (LTVP) Senior Project Advisory Committee (PWGSC)</li> <li>Senior Project Advisory Committee for the Parliamentary Precinct's Long Term Vision &amp; Plan (PWGSC)</li> <li>ADM Steering Committee on Real Property (TBS)</li> <li>IFMS/SAP Steering Committee (co-chair with Comptroller General)</li> <li>Federal Contaminated Sites ADM Steering Committee (co-chaired by Environment Canada &amp; TB)</li> <li>Public Sector Pension Investment Board Nominations Committee (TBS)</li> <li>Electronic Supply Chain (ESC) Steering Committee (PWGSC)</li> <li>Administrative Shared Systems Committee (ASSC) (TBS)</li> <li>Procurement Strategy for Aboriginal Business (PSAB) Steering Committee (Indian &amp; Northern Affairs)</li> <li>Management Advisory Forum on Corporate Services (MAFCS)</li> </ul> </li> </ul>

## Analysis of Performance by Strategic Outcome

### Contributions towards achieving Government of Canada Management Initiative:

As an organization, we are committed to meeting the changing needs of all Canadians by continuously seeking new ways to ensure safe homes and safe communities.

The strategic framework in place in the RCMP is sustainable and adaptable. It will continue to act as the foundation that ensures the RCMP remains value-based and results-driven.

The RCMP will continue to ensure that the ongoing vision of a modern public service remains a priority and that this vision continues to translate into results for Canadians.

The following graphic summarizes how the RCMP is aligned with the Treasury Board Secretariat's Management Accountability Framework.

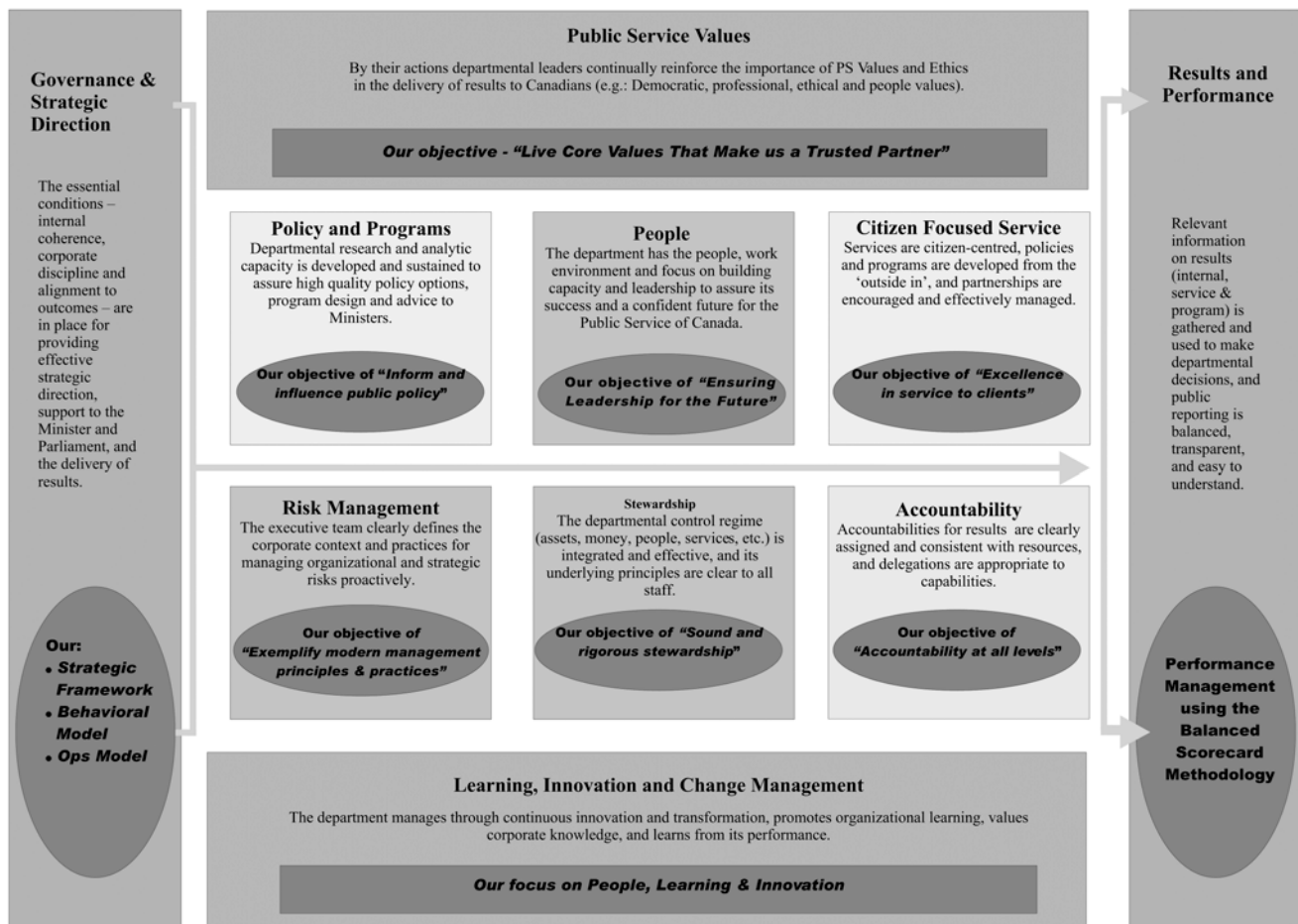
### Programs/Projects/Initiatives of Special Interest

**Audit and Evaluation** – Senior management continues to support the internal audit and evaluation function within the RCMP. In 2004/2005, Internal Audit Branch was referred to as "best in class" by the OAG.

**Senior Management Restructuring** – The RCMP realigned its Senior Management structure to better reflect the way the organization is managed and to harmonize and assign accountabilities in line with the Program Activity Architecture (PAA).

**Balanced Scorecard** – The RCMP Balanced Scorecard was recently inducted into the Balanced Scorecard Hall of Fame in recognition of our use of the performance management tool and methodology to reap measurable benefits through results.

## RCMP alignment - TBS MAF



## ***Analysis of Performance by Strategic Outcome***

**Management of PSAT initiatives** – The RCMP has been highlighted by TBS as “best practice” for its management and reporting of PSAT resources.

**IM/IT project governance** – All major IM/IT projects have extensive governance structures in place, review and advisory boards, review functions, audit and oversight processes, standard project methodologies, quality assurance practices and procedures.

**“Bridging the Gap” Initiative** – Human Resources implemented the “Bridging the Gap” initiative as it is considered to be a best practice within the Public Service. The objective was to establish an operational connection between Results for Canadians and Modern Comptrollership so that frontline behaviours would directly support client focused service and accountability for performance and results.

**Priority Rating of Operational Files (PROOF)** – To ensure that finite resources are focused on program and organizational priorities, the RCMP developed the Priority Rating of Operational Files (PROOF) system to assist operational units in managing their file inventories effectively by systematically evaluating and prioritizing files based on weighted criteria. In addition, PROOF collects valuable information that contributes to performance measurement and management.

**Procurement and Contracting Framework** – The RCMP has developed a procurement and contracting framework, quality assurance program to review all contracting and procurement activities, real property management framework, asset management framework and the Long Term Capital Plan.

The RCMP has established a Contract Quality Assurance Unit to introduce controls and compliance measures, policies, process, guidelines and best practices within all procurement and contracting activities across the organization.

**Accounting Framework** – The RCMP has developed and implemented an Accounting Framework to provide guidance around the accounting functions within the Force.

**Enhanced Management Framework** – The Chief Information Officer has established an Enhanced Management Framework, a Project Review Board and a Project Management Office, and is currently working on the development of a standardized Project Management Methodology.

**Proactive Disclosure** – For the government-wide Proactive Disclosure initiative, the RCMP exceeds TBS requirements for the reporting of travel and hospitality expenses by requiring all Senior Level Officers (A/Commissioner / EX-03 level and above) to disclose their expenses.

### **Looking Forward**

Work is currently Investigator’s Tool Box to further improve financial management and control within the RCMP. We are developing a Framework for Financial Management and Control to improve financial information and increase transparency in dealing with central agencies, as well as to increase financial control and monitoring capabilities.

The RCMP is addressing the challenge of meeting higher public expectations for service, openness and accountability within given resources by making better use of new information and communication technologies to improve decision making, respond to change and focus on citizen-driven service delivery.

Improving our Human Resource management capabilities is a primary management focus within the RCMP. The RCMP will continue to be actively involved in the implementation of the new *Public Service Modernization Act* (PSMA).

A great deal of our attention is now focused on the implementation of the new *Public Service Employment Act* (PSEA). An implementation plan that reflects our new staffing model has been developed in this regard.

The RCMP Recruitment Program Renewal Initiative has been introduced to enhance our current process to attract and retain the right number of people with diversified backgrounds and the appropriate competencies to meet the demand now and in the future.

Finally, work is also underway to develop an infrastructure in alignment with the Staffing Management Accountability Framework. We are confident that all mandatory requirements will be met with the coming into force of the new legislation.

## Analysis of Performance by Strategic Outcome

### 2. Internet-Based RCMP Online

As part of Government Online (GoL), the RCMP is committed to using the Internet to increase and improve the delivery of electronic information services to the Canadian public.

The RCMP Chief Information Officer (CIO) Sector, along with National Communications Services, coordinates Government Online (GoL) initiatives for the RCMP. There are several online service delivery projects well underway including:

- [www.deal.org](http://www.deal.org): "by youth for youth" initiative that focuses on youth-related issues;
- [www.recol.ca](http://www.recol.ca): Reporting Economic Crime Online, which facilitates citizen input to the police on economic crime; and,
- [www.cpc.gc.ca](http://www.cpc.gc.ca): The CIO is working with the Canadian Police College (CPC) on an e-business initiative which will allow Canadian police services to register and conduct business with the CPC online. The CPC also offers distance-learning opportunities to all members of Canadian police and law enforcement agencies via a contracted Internet service provider.

Efforts are also underway to provide and integrate online information across RCMP business lines, either directly through our Internet site ([www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca)), or in association with Public Safety and Emergency Preparedness Canada (Solicitor General of Canada) in their SafeCanada ([www.safecanada.ca](http://www.safecanada.ca)) portal site and the Justice and the Law "cluster" site ([www.GoL-ged.gc.ca/pathfinder-expl/summaries-sommaires/2/159-30-JLC-PS\\_e.asp](http://www.GoL-ged.gc.ca/pathfinder-expl/summaries-sommaires/2/159-30-JLC-PS_e.asp)). Information and services will also be consistent with the other existing service delivery channels – phone, mail, walk-in and kiosk.

Planned Results	Results Achieved – Successfully met expectations
<ul style="list-style-type: none"> <li>• Research the most effective way to employ the Internet to facilitate delivery of services to Canadians and seek specific opportunities to employ that channel</li> </ul>	<ul style="list-style-type: none"> <li>• The RCMP is committed to employing the Internet as the channel of choice whenever the service or program can most benefit Canadians through online delivery</li> </ul>
<ul style="list-style-type: none"> <li>• Compile/establish business cases for and prioritize new Internet-based "citizen engagement electronic police service" informational and transactional site development projects based on the nature and extent of client requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Existing online services continued in 2004/2005 including: DEAL, an initiative "by youth for youth" that focuses on youth-related issues; RECOL, the Reporting Economic Crime Online initiative which facilitates citizen input to the police on economic crime; and online access to the RCMP museum gift shop</li> <li>• A number of new Internet-based services are currently being considered such as:               <ul style="list-style-type: none"> <li>• online registration at the Canadian Police College</li> <li>• a Learning Content Management System</li> <li>• an e-recruiting capability is in the planning stages</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Maintain a liaison with the Treasury Board's GoL Office, seeking approvals when required, staying conversant with current site development policies, procedures and best practices and ensure new RCMP GoL initiatives adhere to same</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with the Treasury Board's GoL Office continued in 2004/2005, and will be strengthened in 2005/2006</li> </ul>

## *Analysis of Performance by Strategic Outcome*

### **Contributions towards achieving Government of Canada Management Initiative:**

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

In addition, as part of the RCMP's GoL efforts, some commonly requested forms such as the Consent for Disclosure of Criminal Record Information and the InfoSource – Personal Information Request have been added to its website for use by the Canadian public. Further analysis of client needs and expectations will form the baseline for future GOL activities (e.g., as a result of client surveys) and allow further enhancement of the information and services it provides to Canadians online.

By increasing online access to CPC registration services, augmenting e-learning opportunities, facilitating citizen input to economic crime enforcement, moving to introduce e-recruiting, and providing electronic access to RCMP Museum products, the RCMP GoL initiatives directly support the federal GoL objective of increasing electronic service delivery to Canadians.

### **Items of Special Interest**

#### **Reporting Economic Crime Online (RECOL) –**

All complaints received through the Internet channel (RECOL) are stored in an online database. Monthly and ad hoc reporting is done to measure current statistics and trends. Monthly statistical reports are also generated from this online system accounting for the distribution of the complaints. The monthly statistical reports demonstrate an exponential increase in volume. (FPS)

### **Looking Forward**

The CPC and CIO are engaged in a process to procure software, which will enable online registration at the CPC and will also provide other CPC services via the Internet. Estimated delivery date is Fall 2005. (NPS)

The implementation of a Learning Content Management System to support the e-learning initiative is underway. (NPS)

An e-recruiting capability is in the planning stages, which will include information about law enforcement careers in the RCMP, as well as the ability to apply for employment online. (NPS/HR)

There is a strong sense that the Canadian public prefers face-to-face policing and law enforcement interactions; however, ongoing scans and opinion-seeking will be pursued to identify additional areas for online service delivery. (NPS)

### **3. Service Improvement Initiative**

The RCMP is addressing the challenge of meeting higher public expectations for service, openness and accountability within given resources by making better use of new information and communication technologies to improve decision making, respond to change and focus on citizen-driven service delivery.

We remain committed to citizen-centered service delivery and a culture of continuous improvement. The Service Improvement Initiative (SII) has been integrated into the performance management regime which has been adopted (using the Balanced Scorecard methodology) in support of the RCMP's Strategic Framework. In this regard, we have:

- adopted a comprehensive continuous improvement planning, implementation and monitoring approach to service improvement and client satisfaction within the context of our planning and performance management regime;
- established documented baseline measures that extend well beyond citizen satisfaction-based ones as part of the Common Measurements Tool; and,
- incorporated into our integrated business planning processes the means to prepare and implement annual service improvement targets and plans based on documented survey results.

In more concrete terms, in 2003/2004, the RCMP undertook an important initiative to measure the satisfaction levels of its clients/partners/stakeholders/employees. A survey program was implemented to provide baseline data to organization-wide program planning and performance management.

Baselines were established to gauge satisfaction levels across the following groups: citizens; clients with whom we have policing contracts (provincial, territorial, municipal and First Nations); other policing agencies (both domestic and international); other federal partners and stakeholders; and, employees.

## **Analysis of Performance by Strategic Outcome**

The survey questionnaires were developed with input from the Institute for Citizen-Centered Service and others to ensure consistency with the principles of the SII and compliance with federal legislation and policy. The Common Measurements Tool was employed as a foundation for the surveys.

### **Contributions towards achieving Government of Canada Management Initiative:**

The RCMP's survey program was established in 2003 in consultation with the Citizen-Centred Service to ensure consistency with the Service Improvement Initiative.

Collectively, the surveys gauge perceptions regarding the RCMP – such as responsiveness to client's needs, effectiveness, value for money, cultural sensitivity and coordination with partners – and its services.

Satisfaction of citizens, clients of police contracts, police partners and other partners is now assessed on a yearly basis. The survey results are made available to the public on the RCMP website.

In 2004/2005, we conducted the next iteration of surveys. These results are being compared against those of the 2003/2004 Baseline Surveys to determine where improvements have taken place and where initiatives are required to improve the services offered to Canadians, and our law enforcement partners, by the RCMP.

The administration of justice is the constitutional responsibility of the provinces who have generally established *Police Service Acts* which set out and govern policing functions and standards. The RCMP delivers a professional level of service which meets or exceeds the service standards established in jurisdictions where we provide provincial, territorial, municipal and First Nations policing.

The RCMP also fulfills its obligations under federal legislation and is governed by the *RCMP Act* and Regulations in ensuring a high standard of service delivery.

### **Programs/Projects/Initiatives of Special Interest**

#### **Information and Intelligence Sharing –**

As an intelligence-led organization, it is critical that the RCMP is able to share relevant and timely information with its domestic and international partners including: Canadian police agencies; Law enforcement and security agencies; International agencies; Canadian Justice community and Public sectors.

**Best Practices** – Major RCMP application and system initiatives such as PROS, IQT and LEIP are adopting CPIC-R best practices and are now designed and delivered in consultation with partners to leverage common IM/IT investments and planning.

**Continuous Service Improvement Program (CSIP)** – A Continuous Service Improvement Program (CSIP) is being implemented to ensure efficient, high quality support of the enterprise computing infrastructure for the achievement of corporate business goals. This initiative encompasses improvement of IT Governance and IT Service Management (ITSM). The strategic direction to implement industry "best practices" aligns with similar initiatives undertaken by several federal departments including Public Works and Government Services Canada (PWGSC). The adoption of common practices, terminology and processes within the federal government will increase the capability to share activities around service improvement.

### **Looking Forward**

We will continue to make better use of new information and communication technologies to improve decision making, respond to change and focus on citizen-driven service delivery.

## **4. Sustainable Development Strategy (SDS) – "Communities+ 2003"**

*Communities+ 2003* states three strategic priorities:

- 1) Sustainable Communities
- 2) Stewardship of Resources
- 3) Corporate Responsibility

Our goals, objectives and targets support these priorities through progressive action plans that will promote integration throughout the department.

SDS' "Communities+ 2003" sets out the integration process with time-lines for successful implementation and integration into our Operations sectors.

The RCMP's SDS has made the transition from an environmentally-focused strategy to one which will see full integration of sustainable development principles into all business lines within the department over the next generation of management.

We have set short-term targets (2008), mid-term objectives (2012) and long-term goals (2025).

"Communities+ 2003" has initiated internal partnerships within the Operational community. We will continue to build bridges to expand upon and influence continuous growth of the sustainable development principle within the RCMP.

Early results of these partnerships are positive, evidenced by the inclusion of sustainable development initiatives within the specific Balanced Scorecards of our primary partners.

## Communities + 2003 – 2008-2012-2025

Goals and Themes	Planned Results	Results Achieved – Successfully met expectations
Healthier and Safer Communities	<ul style="list-style-type: none"> <li>• Investigate RCMP links, roles and partnerships relative to community sustainability (2006/2007)</li> <li>• Improved relationships with Aboriginal communities (2010)</li> <li>• Increased knowledge of Aboriginal peoples and communities (perceptions, issues, culture) (2007)</li> <li>• An active partner addressing root causes of youth crime (2005)</li> <li>• The link between sustainability and the initiatives to address the root causes and consequences of youth crime (2005)</li> <li>• Develop contract specification for collecting information on Integrated Pest Management, communicate benefits and implement strategy (IPM) (2007)</li> </ul>	<ul style="list-style-type: none"> <li>• RCMP Surveys will:                             <ul style="list-style-type: none"> <li>• Act as a tool to identify baseline and measure progress for all planned results listed</li> <li>• Provide indicators for measuring progress in understanding RCMP links and roles relative to sustainable communities (inquires about sensitivity to community, Aboriginal and youth needs, contribution to safe communities, role in contributions to a sustainable community and long-term quality of life, etc)</li> </ul> </li> <li>• Benefits and principles of Integrated Pest Management communicated nation-wide through publications and awareness activities during Environment Week 2005</li> </ul>
Stewardship of Resources (Increased capacity to sustain Canadian and global natural resources)	<ul style="list-style-type: none"> <li>• Understand relationship between organized criminal activities and environmental degradation (2006)</li> <li>• Awareness and education on alternate fuel vehicles (2007)</li> <li>• Green building policy and integrated sustainable principles into facility management and design (2008)</li> <li>• Awareness training on waste reduction (2005)</li> </ul>	<ul style="list-style-type: none"> <li>• To further understand the relationship between organized criminal activities and environmental degradation                             <ul style="list-style-type: none"> <li>• A report of the link between Security and Sustainability was produced (exploring issues at the international, national and community level)</li> <li>• Training/Education on current trends in Environmental Crime provided to management at the policy level</li> </ul> </li> <li>• Awareness and education on alternate fuel vehicles by 2007</li> <li>• Use of ethanol fuel in RCMP fleet vehicles promoted nationally at detachment level through partnership with Fleet Management</li> <li>• Green Building Policy completed</li> <li>• Sustainable development principles integrated into various newly constructed facilities. Examples include:                             <ul style="list-style-type: none"> <li>• Hollyrood Detachment (Newfoundland)</li> <li>• Iqaluit Detachment (Nunavut)</li> <li>• Keremeos Detachment (British Columbia)</li> <li>• Rimouski Detachment (Québec)</li> </ul> </li> <li>• Awareness on Waste Reduction in National Capital Region (employee level)                             <ul style="list-style-type: none"> <li>• Communicated as a theme during Environment Week 2005 (“Zero Waste” activities, recycling/composting information provided)</li> <li>• Multi-material recycling program implemented in various facilities (awareness during implementation carried out to ensure full participation)</li> </ul> </li> </ul>

## Analysis of Performance by Strategic Outcome

<b>Communities + 2003 – 2008-2012-2025</b>		
<b>Goals and Themes</b>	<b>Planned Results</b>	<b>Results Achieved – Successfully met expectations</b>
<p>Corporate Responsibility (Organization of excellence makes sustainable development a way of doing business)</p>	<ul style="list-style-type: none"> <li>• Understand the value of sustainable development principles in the recruitment, training, development and support of Aboriginal, and other members, in all ranks (2005)</li> <li>• Understand role in sustainable communities communicated through awareness programs (2009)</li> <li>• Business procedures and processes incorporate sustainable development principles/accountability (2011)</li> <li>• Effective partnerships relative to sustainable workforce (2007)</li> </ul>	<ul style="list-style-type: none"> <li>• Role in sustainable communities understood through awareness programs</li> <li>• Communicated at senior management level</li> <li>• Various publications produced with focus on sustainable communities and role of RCMP</li> <li>• Publications distributed nation-wide during Environment Week</li> <li>• Business procedures and processes incorporate sustainable development principles/accountability</li> <li>• Environmental Policy Suite completed and incorporated into Property and Asset Management Manuals</li> </ul>

### Contributions towards achieving Government of Canada Management Initiative:

The RCMP's current sustainable development strategy, "Communities+2003", demonstrates a substantial shift in the organization's approach to sustainable development. The strategy is one of long-term vision, and considers all three dimensions of sustainable development in relation to the RCMP's role in safe homes and safe communities. To ensure full integration of sustainable development principles into policies, programs and operations, the goals, objectives and targets linked with each of these three priorities are aligned with the RCMP's strategic priorities. (CAMB)

### Looking Forward

As a result of the strategic and long-term vision of the current strategy, results must also be quantified in the long-term. With short-term targets, mid-term objectives and long-term goals having timelines extending from 2008 through 2012, work currently being completed will ultimately translate into measurable results. The use of the logic model supported this approach during the development of the strategy by aiding in the planning and understanding of short-term activities that lead to concrete results in the long-term.

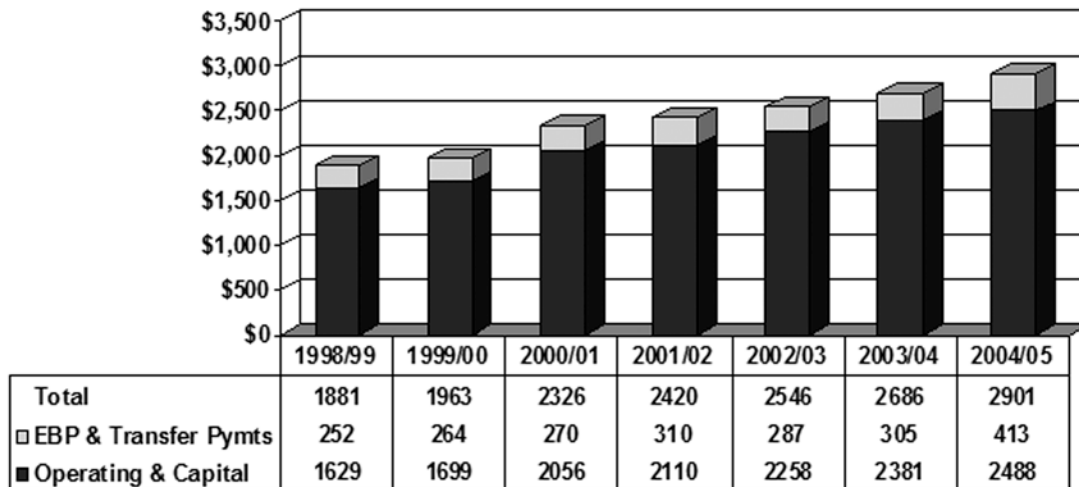
The progress achieved in the SDS has therefore been reported in terms of activities that are aligned with the SDS strategic priorities – Sustainable Communities, Stewardship of Resources and Corporate Responsibility – and aimed at achieving associated goals, objectives and targets in the future. (CAMB)





## SECTION III – SUPPLEMENTARY INFORMATION

The RCMP's budget has steadily increased over the years to ensure the organization meets its increasing commitments to Canadian and international communities. For fiscal year 2004/2005, the Government, through the Main Estimates, authorized the RCMP to spend a total of \$1,841.1M, in addition to \$1,059.4 in vote netted revenues – for Total Spending Authorities of \$2,900.5M.



As noted at the beginning of Section II, the resource information presented in this section provides an accurate description of our achievements in managing our programs and services within our approved spending authorities.

Our financial success can be attributed in large part to our ongoing review of our program mix. This continuous review process allows us to determine which services provide the greatest value, are considered essential, and have the greatest impact towards achieving our strategic priorities. The process also provides information necessary for prioritizing and, where deemed appropriate, re-allocating resources to the programs and services of highest priority in order to maximize efficiencies and make the most use of our limited resources.

We are proud of our accomplishments in 2004/2005 and confident that we have demonstrated true value for money to Canadians. Our success over the last few years is evident in the steady increase in our approved authorities to ensure our organization meets our increasing commitments to Canadians and international communities.

We will continue to protect the integrity of the RCMP by continuing to promote and instill responsible spending and ensuring compliance with relevant legislation, regulations and policies.

In doing so, we will ensure the sound management of all RCMP resources and ensure programs and services are delivered with probity, prudence and concern for effectiveness, efficiency and economy.

## Supplementary Information

### Table 1: Comparison of Planned Spending and Full Time Equivalents

(\$ millions)	2002/2003 Actual	2003/2004 Actual	2004/2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Federal Policing Services	570.7	583.6	591.1	624.5	657.6	608.6
Contract Policing Services	1,449.1	1,550.3	1,582.7	1,582.7	1,625.6	1,617.5
National Police Services	357.2	402.6	370.7	370.7	407.1	410.8
Corporate Infrastructure	321.2	293.2	270.6	283.1	305.8	304.7
Peacekeeping	0.0	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	160.9	92.8	85.4	87.7	105.8	105.6
<b>Total</b>	<b>2,859.1</b>	<b>2,922.5</b>	<b>2,900.5</b>	<b>2,948.6</b>	<b>3,101.8</b>	<b>3,047.3</b>
<b>Total</b>	<b>2,859.1</b>	<b>2,922.5</b>	<b>2,900.5</b>	<b>2,948.6</b>	<b>3,101.8</b>	<b>3,047.3</b>
Less: Non-Respendable Revenue	23.1	80.3	27.3	27.3	7.4	74.4
Plus: Cost of services received without charge	176.7	186.7	187.0	187.0	190.1	190.1
<b>Net Cost of Department</b>	<b>3,012.7</b>	<b>3,028.9</b>	<b>3,060.2</b>	<b>3,108.3</b>	<b>3,284.5</b>	<b>3,163.0</b>
Full Time Equivalents	22,188.0	22,911.0	23,486.0	23,486.0	23,563.0	23,214.8
Notes: Due to rounding, figures may not add to totals shown.						

### Total Gross Expenditures (\$ millions)

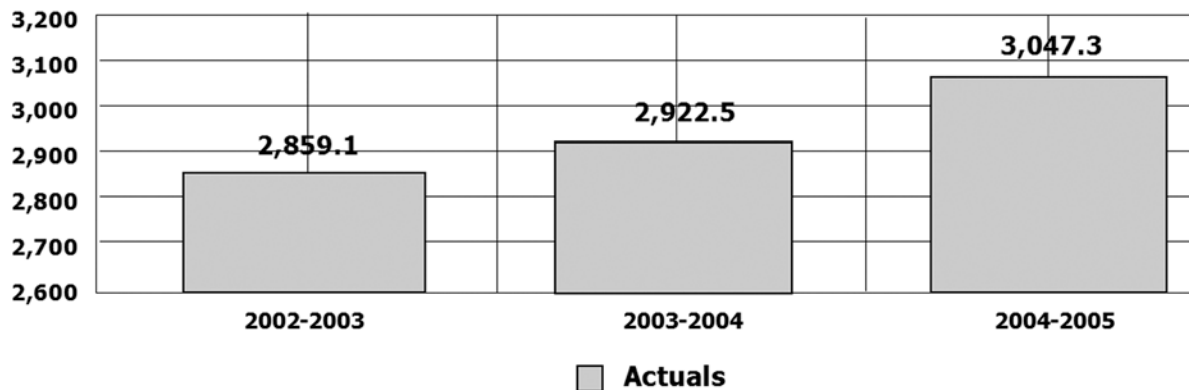


Table 2: Use of Resources by Business Lines

		2004/2005						
Business Lines		Budgetary (\$ millions)						
		FTEs	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures
Federal Policing Services	Main Estimates	4,421	565.7	25.4	0.0	591.1	0.0	591.1
	(Planned)	4,421	597.0	27.5	0.0	624.5	0.0	624.5
	(Authorities)	4,475	631.6	26.0	0.0	657.6	0.0	657.6
	<b>(Actual)</b>	<b>4,217</b>	<b>576.8</b>	<b>31.8</b>	<b>0.0</b>	<b>608.6</b>	<b>0.0</b>	<b>608.6</b>
Contract Policing Services	Main Estimates	13,810	1,510.7	71.9	0.0	1,582.7	1,045.5	537.2
	(Planned)	13,810	1,510.7	71.9	0.0	1,582.7	1,045.5	537.2
	(Authorities)	13,810	1,553.6	71.9	0.0	1,625.6	1,060.2	565.4
	<b>(Actual)</b>	<b>12,024</b>	<b>1,533.9</b>	<b>83.6</b>	<b>0.0</b>	<b>1,617.5</b>	<b>1,044.1</b>	<b>573.5</b>
National Police Services	Main Estimates	1,914	285.0	85.3	0.4	370.7	7.0	363.8
	(Planned)	1,914	285.0	85.3	0.4	370.7	7.0	363.8
	(Authorities)	1,937	317.7	89.0	0.4	407.1	7.0	400.1
	<b>(Actual)</b>	<b>2,846</b>	<b>341.6</b>	<b>68.8</b>	<b>0.3</b>	<b>410.8</b>	<b>8.8</b>	<b>401.9</b>
Corporate Infrastructure	Main Estimates	2,699	201.5	9.1	60.0	270.6	7.0	263.6
	(Planned)	2,699	201.5	21.6	60.0	283.1	7.0	276.1
	(Authorities)	2,699	222.4	19.0	64.4	305.8	35.2	270.6
	<b>(Actual)</b>	<b>3,267</b>	<b>224.1</b>	<b>16.4</b>	<b>64.2</b>	<b>304.7</b>	<b>34.1</b>	<b>270.6</b>
Peacekeeping	Main Estimates	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Planned)	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Authorities)	0	0.0	0.0	0.0	0.0	0.0	0.0
	<b>(Actual)</b>	<b>109</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Protective Policing Services	Main Estimates	642	80.9	4.6	0.0	85.4	0.0	85.4
	(Planned)	642	83.1	4.6	0.0	87.7	0.0	87.7
	(Authorities)	642	101.2	4.6	0.0	105.8	0.0	105.8
	<b>(Actual)</b>	<b>753</b>	<b>101.4</b>	<b>4.3</b>	<b>0.0</b>	<b>105.6</b>	<b>0.0</b>	<b>105.6</b>
Total	Main Estimates	23,486	2,643.7	196.3	60.4	2,900.5	1,059.4	1,841.1
	(Planned)	23,486	2,677.3	210.9	60.4	2,948.6	1,059.4	1,889.2
	(Authorities)	23,563	2,826.5	210.5	64.8	3,101.8	1,102.4	1,999.4
	<b>(Actual)</b>	<b>23,215</b>	<b>2,777.8</b>	<b>204.9</b>	<b>64.6</b>	<b>3,047.3</b>	<b>1,087.0</b>	<b>1,960.3</b>

Notes: Due to rounding, figures may not add to totals shown. It is possible for Actual FTE utilization to exceed authorized FTE levels and for actual expenditures to exceed authorized expenditures within business lines of a government department. These variances may result from factors such as in-year organizational restructuring, internal reallocation of FTEs or budgets based on priority-setting activities, new projects, growth to existing projects and/or as a result of unplanned events occurring during the year.

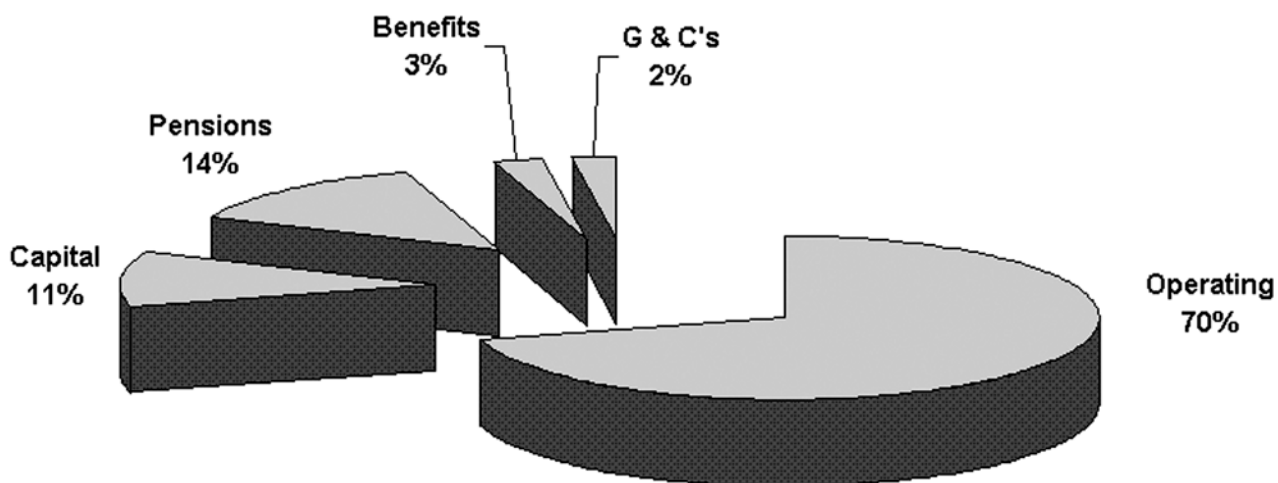
## Supplementary Information

### Table 3: Voted and Statutory Items

<i>Financial Requirements by Authority (\$ millions)</i>					
Vote or Statutory Item	Royal Canadian Mounted Police Law Enforcement Program	2004/2005			
		Main Estimates	Planned Spending	Total Authorities	Actual
55	Operating expenditures	1,231.7	1,265.1	1,377.5	1,371.9
60	Capital expenditures	196.3	210.9	210.5	204.9
65	Grants and Contributions	37.4	37.4	41.2	40.9
(S)	Pensions and other employee benefits - Members of the Force	306.4	306.4	264.4	264.4
(S)	Contributions to employee benefit plans	46.3	46.3	49.5	49.5
(S)	Pensions under the <i>Royal Canadian Mounted Police Pension Continuation Act</i>	23.0	23.0	23.6	23.6
<b>Total Department</b>		<b>1,841.1</b>	<b>1,889.1</b>	<b>1,966.7</b>	<b>1,955.2</b>

Note: Total authorities are main estimates plus supplementary estimates plus other authorities. Due to rounding, figures may not add to totals shown. In addition, \$7.71 million was available from proceeds of disposal of surplus Crown Assets, of which \$5.1 million was spent. The balance will be available as spending authority in 2005/2006.

### Authorities 2004/2005 Vote (\$ millions)



**Table 4: Net Cost of Department**

(\$ millions)	2004/2005
Total Actual Spending	3,047.3
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	50.7
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	135.5
Worker's compensation coverage provided by Social Development Canada	0.4
Salary and associated expenditures of legal services provided by Justice Canada	3.6
<i>Less: Non-Respendable Revenue</i>	74.4
<b>2004/2005 Net Cost of Department</b>	<b>3,163.0</b>
Notes: Due to rounding, figures may not add to totals shown.	

**Table 5: Contingent Liabilities**

Contingent Liabilities	(\$ millions)	
	March 31, 2004	March 31, 2005
<i>Claims, Pending and Threatened Litigation</i>	116.4	56.0
<b>Total</b>	<b>116.4</b>	<b>56.0</b>
Note: A number of Claims, Pending and Threatened Litigation cases totalling \$60.4M were settled during the course of 2004/2005.		

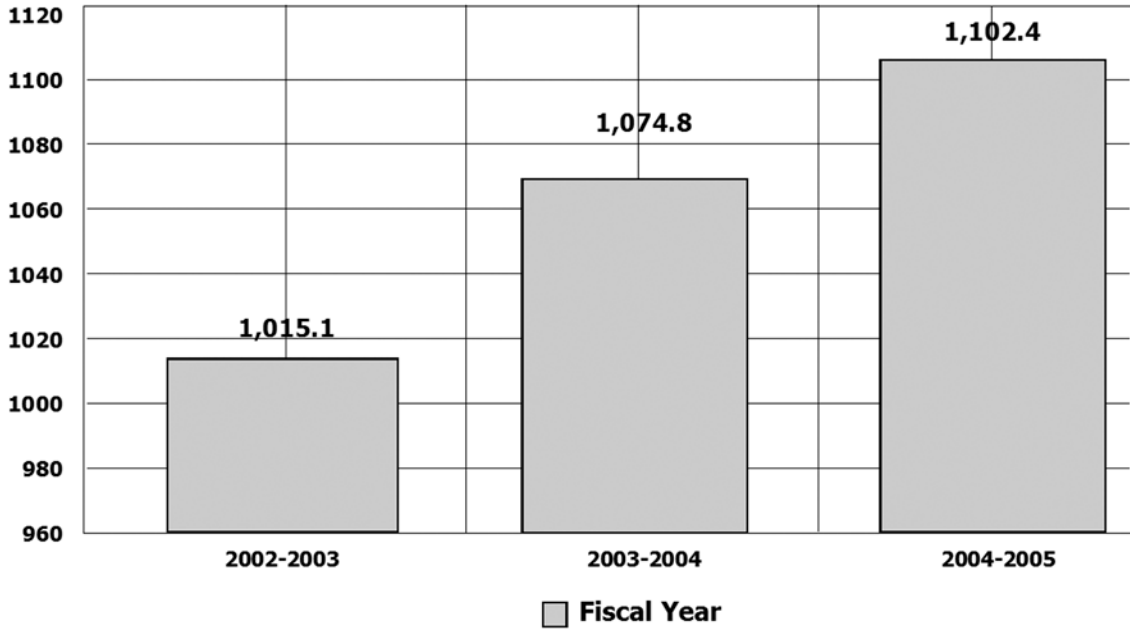
## Supplementary Information

### Table 7: Sources of Respendable and Non-Respendable Revenue

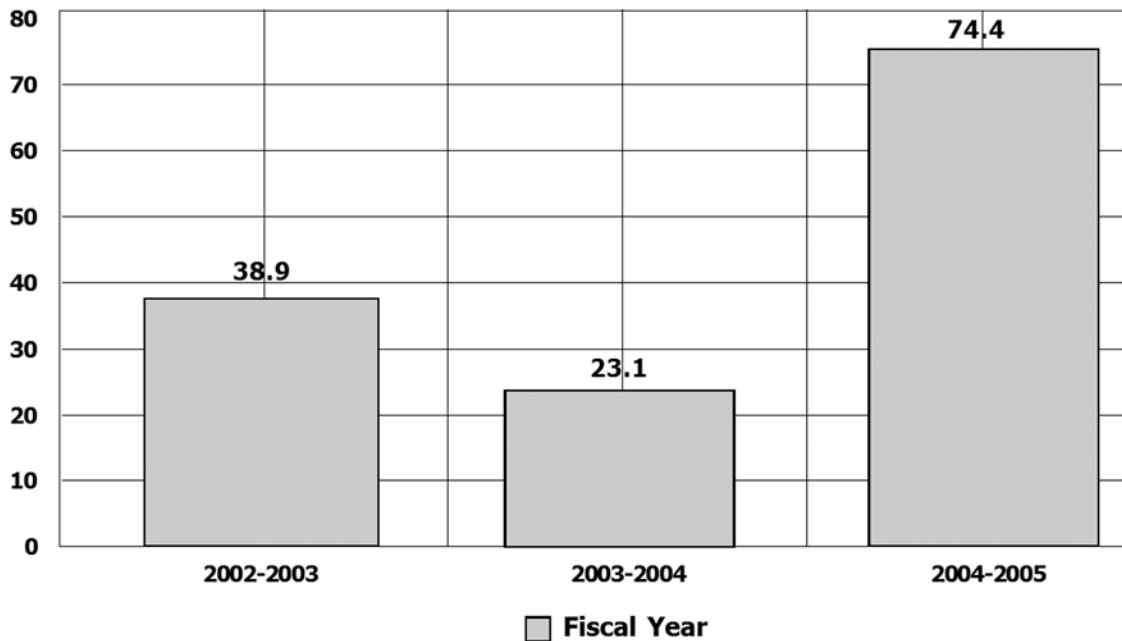
Revenues by Business Line (\$ millions)						
Respendable Revenues*				2004/2005		
Business Lines	Actual 2002/2003	Actual 2003/2004	Main Estimates	Planned Revenue	Total Authorities	Actual
Federal Policing Services	0.0	0.0	0.0	0.0	0.0	0.0
Contract Policing Services	969.6	1,003.2	1,045.5	1,045.5	1,060.2	1,044.1
National Police Services	10.5	9.4	7.0	7.0	7.0	8.8
Corporate Infrastructure	13.6	62.2	7.0	7.0	35.2	34.1
Peacekeeping	0.0	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	21.4	0.0	0.0	0.0	0.0	0.0
<b>Total Respendable Revenue</b>	<b>1,015.1</b>	<b>1,074.8</b>	<b>1,059.4</b>	<b>1,059.4</b>	<b>1,102.4</b>	<b>1,087.0</b>
Non-Respendable Revenues**				2004/2005		
(\$ millions)	Actual 2002/2003	Actual 2003/2004	Main Estimates	Planned Revenue	Total Authorities	Actual
Federal Policing Services	0.0	0.3	1.0	1.0	0.7	0.7
Contract Policing Services	1.2	0.4	1.0	1.0	0.0	0.0
National Police Services	1.7	1.2	4.0	4.0	3.9	3.9
Corporate Infrastructure	28.5	15.0	15.5	15.5	63.7	63.7
Peacekeeping	0.0	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>31.4</b>	<b>16.9</b>	<b>21.5</b>	<b>21.5</b>	<b>68.3</b>	<b>68.3</b>
<b>Unplanned**</b>	<b>7.5</b>	<b>6.2</b>	<b>5.8</b>	<b>5.8</b>	<b>6.1</b>	<b>6.1</b>
<b>Total Non-Respendable Revenues</b>	<b>38.9</b>	<b>23.1</b>	<b>27.3</b>	<b>27.3</b>	<b>74.4</b>	<b>74.4</b>
<b>Total Revenues</b>	<b>1,054.0</b>	<b>1,097.9</b>	<b>1,086.7</b>	<b>1,086.7</b>	<b>1,176.8</b>	<b>1,161.4</b>

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

**Respendable Revenues (\$ millions)  
Actuals**



**Non-Respendable Revenues (\$ millions)  
Actuals**



## *Supplementary Information*

### **Table 9: Resource Requirements by Branch/Sector Level**

The RCMP financial system is not configured to provide the information at the level requested in Table 9: Resource Requirements by Branch/Sector.

### **Table 10-A: 2004/2005 User Fee Reporting Template – *User Fees Act*** **Table 10-B: 2004/2005 User Fee Reporting Template – Policy on Service Standards for External Fees**

The RCMP recovers a portion of its operating costs through the imposition of direct user fees to the public.

All fees are duly regulated and are imposed for specific activities or services which benefit only the user.

Examples include fingerprint and criminal record checks for civil purposes (i.e., security clearances and employment), and access to the Police Information Retrieval System (PIRS) (to be replaced by PROS). PIRS activities and College receipts are credited to our operating vote; proceeds from other activities go to the Consolidated Revenue Fund (CRF). Although the Canadian Police College (CPC) does charge for service delivery, these are not defined as user fees under the *User Fees Act* as the service provided is not required by statute and the service is available through other service providers.

In addition, we share in the operating costs for several activities – including training courses, joint forces operations and infrastructure, as examples under terms of specific Memoranda of Agreements (MoAs) or contracts. It is important to note that these collections are not from the public at large, but come from corporate entities, municipalities and provinces outside of established Contract Policing Service Agreements.

We are currently reviewing our administrative processes with respect to these collections. Legal Services is also studying the applicability of the *User Fees Act* to these cost sharing activities.



Table 12: Details on Project Spending

Projects by Business Line (\$ millions)	Project	Current Estimated Total Cost	2002/2003 Actual	2003/2004 Actual	2004/2005 (\$ millions)			
					Main Estimates	Planned Spending	Total Authorities	Actual
<b>Federal Policing Services</b>	Cornwall Detachment, Cornwall ON (seeking PPA)	20.3	0.0	0.1	8.3	8.3	0.8	0.0
<b>Contract Police Services</b>	British Columbia - 100 Mile House detachment replacement (PPA)	3.7	0.0	0.0	0.4	0.4	0.3	0.3
	British Columbia - Golden detachment replacement (PPA required)	3.6	0.0	0.0	0.3	0.3	0.0	0.0
	Alberta - Peace River - Detachment (project completion)	4.9	3.7	0.2	0.0	0.0	0.0	0.0
	Saskatchewan - Saskatoon, District Office (EPA)	10.4	1.9	6.7	0.3	0.3	0.4	0.4
	Saskatchewan - Modernization Telecom System (EPA)	49.6	0.9	0.4	9.3	9.3	11.7	11.7
	Northwest Territories - Inuvik Detachment (DA)	4.6	0.0	0.0	2.2	2.2	0.2	0.2
	Nova Scotia - Amherst detachment replacement (EPA)	3.4	0.0	0.0	1.5	1.5	2.9	2.8
	Newfoundland and Labrador - Holyrood District Office (EPA)	3.2	0.0	0.0	1.1	1.1	1.1	1.0
	Newfoundland and Labrador - Modernization Telecom System (DA)	42.3	0.2	1.0	2.8	2.8	1.4	1.4
	CIIDS Implementation (EPA)	17.2	1.4	0.6	1.0	1.0	0.1	0.1
	Police Reporting & Occurrence System (seeking EPA & PPA)	68.0	9.4	20.5	19.6	19.6	23.0	22.9
<b>National Police Services</b>	Automated Fingerprint Identification System (AFIS) (DA)	9.3	1.8	0.6	1.6	1.6	1.0	1.0
	CPIC Renewal	96.6	22.8	15.5	16.2	16.2	16.2	11.5
	National Criminal Justice Index (NCJI)	33.5	0.0	0.0	2.0	2.0	0.0	0.0
	Lab Information Management Services (LIMS)	6.4	0.9	1.3	0.4	0.4	0.5	0.5
	Livescan (DA)	17.5	1.9	1.7	2.3	2.3	1.8	1.8
	Real Time Identification (RTID) Project	129.8	1.2	2.5	6.7	2.8	6.7	5.5
	Regional Identification Fingerprint Information Access System (RIFIAS)	4.5	3.1	0.0	0.0	0.0	0.3	0.3
<b>Corporate Infrastructure</b>	British Columbia - Chilliwack Training Facility (EPA)	3.4	2.5	0.8	0.0	0.0	0.1	0.1
	Saskatchewan - Regina New Mess, Centralized Training Facility (PPA)	7.7	0.0	0.0	6.7	6.7	0.6	0.6
	Saskatchewan - Regina, Centralized Training Facility, Electrical Distribution Network (seeking PPA)	5.4	0.0	0.0	1.5	1.5	0.0	0.0
	Nunavut - Iqaluit - V Division HQ and Detachment (under review)	21.0	0.0	0.0	1.8	1.8	1.4	1.0
	Ontario - Ottawa Connaught Range (seeking PPA)	12.3	0.0	3.1	4.0	4.0	0.8	0.7
	Nova Scotia - Halifax Division Headquarters,( PPA)	21.5	0.2	0.0	0.0	0.0	0.1	0.1
	Cell Retrofit Program (underway)	21.0	3.0	2.8	5.7	5.7	5.3	4.5

## Supplementary Information

**Table 13: Status Report on Major Crown Projects**

### Project 1 – CPIC-Renewal Project

#### 1. Overview

On March 23, 1999, Cabinet endorsed the development of the Canada Public Safety Information Network (CPSIN) as a fundamental component of the Framework to Advance the Federal Government's Public Safety Agenda. The overall CPSIN solution addresses several components of the criminal justice infrastructure that require modernization and cross-linkages including the Canadian Police Information Centre (CPIC). CPIC is a national police service that supports public safety through the sharing of information amongst law enforcement agencies and partners across Canada and internationally. The CPIC-Renewal Project was initiated to modernize CPIC's 30-year-old technology.

In May 2002, the RCMP Senior Executive Committee approved a restructuring of the CPIC Renewal Project to better address the Project Scope. The restructuring divided CPIC-Renewal into 4 projects:

Project 1 – Securing Communications

Project 2 – CPIC Modernization

Project 3 – National Criminal Justice Index

Project 4 – New Clients, New Services

In September 2002, a new Project Management Team was announced and another restructuring of project work packages and plans was undertaken. Effective 2003/2004, Projects 3 and 4 were separated from the CPIC-Renewal Project and were placed under the National Criminal Justice Index (NCJI), an initiative distinct from CPIC-Renewal.

#### 2. Lead and Participating Departments

The RCMP is the lead department in CPIC-Renewal. The RCMP's Deputy Commissioner National Police Services is the Project Sponsor. The Chief Information Officer is accountable for achieving the technology improvements associated with the project. The CPIC-Renewal Project Steering Committee includes representatives of the RCMP, Department of Solicitor General (now PSEPC), Treasury Board Secretariat and Public Works and Government Services Canada. The CPIC Advisory Committee and the Integrated Justice Information (IJI) Steering Committee are also involved in project oversight.

### 3. Prime Contractors / Major Sub-Contractors

Major Contractors are:

ADGA (Québec) Ltée  
200 – 200 Montcalm Blvd.  
Hull, Québec J8Y 3B5

CGI Group Inc.  
275 Slater Street  
Ottawa, Ontario K1P 5H9

EDS Canada Inc.  
45 O'Connor Street, Suite 500  
Ottawa, Ontario K1P 1A4

FMP/Flaman Management Partners Ltd.  
503 – 331 Cooper Street  
Ottawa, Ontario K2P 0G5

Contracts were also awarded to Microtime Inc., Helix Management Consulting Services Inc. and DIS Dunrobin Integration Services Ltd. to provide informatics professional services, as and when required, to assist the RCMP in the development work for Phase 2 of Project 2. The work to maintain the Phase 2 system while Phase 3 is being developed was competed and DIS Dunrobin and Helix were awarded contracts in January 2004. Competitive solicitations for implementation work for Phase 3 were issued in April 2002 through the government electronic tendering system. Contracts were awarded to Ridge Falls House Inc. and Zedd Comm. Inc. to provide informatics professional services in four categories, as and when required, to assist the RCMP in the development work for Phase 3.

#### 4. Major Milestones

In April 1999, Treasury Board Ministers provided Preliminary Project Approval for the entire project and Effective Project Approval for Project 1 and the definition phases of Projects 2, 3 and 4. The planned duration of the project was 48 months with an estimated cost of \$115M. The Submission indicated that Effective Project Approval for Projects 2, 3 and 4 would be requested in May 2000. Numerous sources, including a team of outside experts brought in to review the Project, indicated this approach would result in unnecessary risk. To reduce this risk, Project 2 was divided into three phases. The first two projects replace CPIC's 30-year-old technology with newer hardware and software. The third project brings new functionality to the CPIC system.

<b>Completion schedule:</b>	<b>Revised Date:</b>
Project 1 – Securing Communications	March 2002 (completed)
Project 2 – CPIC Modernization	
Phase 1 – Interface Services Modernization	FY 2003/2004 (completed)
Phase 2 – PRISM Risk Reduction	FY 2003/2004 (completed)
Phase 3 – CPIC Modernization (Development)	FY 2004/2005 (completed)
CPIC-R Transition and Evergreening	FY 2005/2006 and beyond

In March 2001, Treasury Board Ministers provided Effective Project Approval in the amount of \$52.6M for Project 2, Phases 1 and 2. Phase 3 was granted Effective Project Approval in October 2003 for a total of \$22.6M.

The revised estimate to complete CPIC-Renewal, Projects 1 and 2 is \$96.6M with a total duration of 72 months. This increase of project duration and cost can be attributed to a number of factors including the unforeseen complexity of the development and testing effort and the events of September 11th, which reassigned operational staff back to other operational priorities.

Beginning in fiscal year 2005/2006, the CPIC-R project will formally transition from the Project Office to the RCMP, where work will continue to ensure that CPIC functionality meets the needs of the user community, and that the system remains evergreen.

**5. Progress Report and Explanation of Variances**

Project 1 was completed in March 2002. Technical difficulties were encountered in completing the development work in Project 2, Phases 1 and 2, which caused a year’s delay in delivery. In response to these difficulties, Project Management prioritized the effort to resolve the technical problems and reduced significantly the project expenditures in order that Projects 1 and 2 can still be delivered within the \$96.6M. Project 2, Phase 1 and Phase 2 were completed in fiscal year 2003/2004. All of the Project 2, Phase 3 development work has been successfully transitioned to the RCMP Chief Information Officer Sector and is now being managed as part of their evergreening program.

**1999/2000\***

The planned spending was \$28.1M, which was the original funding level.

The authorized spending was \$15.5M, after a reprofile of \$12.6M to 2000/2001.

The actual spending was \$19.9M.

Additional funding from RCMP internal resources was provided to cover the shortfall.

**2000/2001**

The planned spending was \$46.2M, which was the original funding level.

The authorized spending was \$27.0M, after a reprofile of \$31.8M to 2001/2002.

The actual spending was \$18.4M.

After repaying the RCMP internal loan from 1999/2000, there was a surplus of \$3.5M.

**2001/2002**

The planned spending was \$34.1M, which was the original funding level.

The authorized spending was \$25.6M, after a reprofile of \$31.8M from 2000/2001 and \$40.3M to future years (\$20.7M to 2002/2003 and \$19.6M to 2003/2004).

The actual spending was \$27.8M.

The shortfall was funded by the carry forward of \$3.5M from 2000/2001, and supplementary funding of \$0.7M from RCMP internal resources. There was a surplus of \$1.9M.

**2002/2003\*\***

The planned spending was \$6.3M, which was the original funding level.

The authorized spending was \$25.1M, after a reprofile of \$20.7M from 2001/2002 and \$1.9M to 2003/2004.

The actual spending was \$22.8M.

There was a surplus of \$2.3M.

## **Supplementary Information**

### **2003/2004**

The original plan identified the CPIC Renewal Project as being completed in 2002/2003.

The authorized spending is \$20.3M after a reprofile of \$19.6M from 2001/2002 and \$1.9M from 2002/2003, and reprofile of \$1.2M to 2004/2005.

The actual spending was \$13.6M.

The actual NCJI spending was \$2.0M and NCJI had a frozen allotment lapse of \$2.1M.

There was a surplus of \$2.6M.

### **2004/2005**

The original plan identified the CPIC Renewal Project as being completed in 2002/2003.

The authorized spending is \$1.2M after a reprofile from 2003/2004.

The actual spending was \$11.5M.

The shortfall is funded by RCMP internal resources as well as funding from previous years' internal carry forwards.

### **2005/2006**

CPIC Renewal enters full Transition stage beginning this fiscal year, and CPIC Renewal as a Major Crown Project is complete.

The N-III Project is seeking Project Approval to utilize unused NCJI authorized funding.

\*Actual spending for 1999/2000 adjusted as result of January 2003 financial audit.

\*\*An Independent Review identified non-project costs that were charged to CPIC Renewal in years previous to 2002/2003. Actual spending for 2002/2003 and prior years has not been revised to reflect these results.

\*\* The NCJI Project and CPIC Renewal Project are separate projects as of January 1, 2003. Actual spending for 2002/2003 and years prior have not been revised to reflect this separation for the purposes of comparable and consistent reporting against the Treasury Board provided funds.

## **6. Industrial Benefits**

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

## **Project 2 – Real Time Identification (RTID)**

### **1. Overview**

Real Time Identification (RTID) is a re-engineering of systems and processes used for fingerprint identification, civil clearances and criminal records maintenance. It will transform the current paper-based workflow to an electronic workflow, enabling the "real time" identification of fingerprints submitted electronically.

Fingerprints are submitted by police agencies to support the creation of a criminal record, or to search the criminal record repository during a criminal investigation or civil security screening. RTID will streamline these services, facilitate information sharing internationally, and permit an improved tracking of criminals by condensing identification turnaround times from weeks and months to hours and days.

Funding for the RTID Project was announced on April 20, 2004, under the National Security Policy. Between 2001 and 2004 significant work had already been undertaken by a project team within the RCMP to define RTID requirements and prepare statements of work in anticipation of this announcement.

Following the announcement, a Project Charter was developed and a formal Project Office established under the sponsorship of Information and Identification Services of National Police Services. The Chief Information Officer was appointed Project Leader, responsible for achieving the technology improvements associated with the project. The Project Director reports to the Chief Information Officer.

### **2. Lead and Participating Departments**

The RCMP is the lead department on RTID. Various levels of governance will ensure the Project is successful and meets the needs of all stakeholders:

The Senior Project Advisory Committee is a senior level committee of RCMP, Public Safety and Emergency Preparedness Canada (PSEPC) and Central Agency officials that advises the Project Leader on all aspects of the Project as it relates to Government-wide policies, strategic direction and procurement including the review of the scope through the definition stage and the procurement strategy for the Project.

An RTID Project Steering Committee provides ongoing direction to the Project and includes representatives of key federal government departments and Central Agencies. Oversight of RTID is also linked to existing PSEP committees such as the PSEP Portfolio Interoperability Committee, thus

ensuring the Project's horizontal interests and planned contribution to overall public safety are fully realized.

RTID is a major interoperability initiative of interest to all agencies within the PSEP portfolio. Its progress and success in contributing to long-term interoperability will be monitored by the Heads of Agency Steering Committee through the Portfolio Interoperability Committee.

RTID will be used across Canada and in all jurisdiction levels. Stakeholder involvement is required to ensure that the system is useful for all and does not hinder or contravene regulations for any. This involvement is ensured through the National Police Services Advisory Council and Technical Consultative working groups.

### 3. Prime Contractors / Major Sub-Contractors

The RCMP is using several procurement vehicles for the RTID Project:

- Automated Fingerprint Identification System (AFIS) Vendor: RTID involves the replacement of the existing AFIS with modern AFIS technology. The AFIS vendor currently being selected via a competitive process will be responsible for the delivery, configuration and implementation of a modern AFIS commercial off-the-shelf product
- Systems Development/Integration: To help develop and integrate some or all of the components, the RCMP will engage the services of a systems development/integration specialist based on very specific criteria published in a formal Request for Proposal. The resulting contract will include the provision for the selected firm to provide application system services to the RCMP on an "as and when requested" basis for a period of four years and the request for fixed price development

In addition to these major procurements, business transformation and development work that aligns with the RCMP corporate technical architecture will be carried out in-house. To supplement the skills of internal resources, or to backfill resources seconded to the Project, the RCMP will use an internal standing offer vehicle to meet any outstanding demand for project management support, systems architecture and engineering support, systems design, systems development, testing, training and implementation. This vehicle is currently under development. A Request for Proposal was issued for this work in March 2005 and closed June 2005. Contract award is expected for August/September 2005.

### 4. Major Milestones

- Funding for RTID was announced on April 20, 2004 under the National Security Policy
- The current procurement approach was approved by the Senior Project Advisory Committee in November 2004
- In December 2004, the RCMP received Treasury Board approval of its RTID procurement strategy and Preliminary Project Approval at an indicative estimate of \$129.8M to complete development of RTID over five years. The source of funds was identified as follows: \$99.8M from Canada's National Security Policy and \$30M from RCMP funding
- Effective Project Approval for the AFIS implementation is expected for September 2005
- A Request for Proposal for the AFIS Vendor was issued in January 2005 and closed March 2005. A contract is expected to be awarded by the Fall of 2005
- AFIS implementation expected in Fall 2006

### 5. Progress Report and Explanation of Variances

To finance the project definition phase and develop proposals for future returns to Treasury Board for Effective Project Approval, the RCMP was granted spending authority of \$6.70M in 2004/2005 and \$7.50M in 2005/2006.

#### 2004/2005

The planned spending was \$6.7M, which was the original funding level.

The authorized spending was \$6.7M.

The actual spending was \$5.5M.

The \$1.2M difference between actual spending and authorized spending in 2004/2005 will be managed internally by the RCMP to ensure adequate funding levels for this project in future years.

### 6. Industrial Benefits

There is no industrial benefits program for the Real Time Identification Project.

Supplementary Information

Table 14: Details on Transfer Payments Programs (TPPs)

Business Lines (\$ millions)		Actual Spending 2002/2003	Actual Spending 2003/2004	Planned Spending 2004/2005	Total Authorities 2004/2005	Actual Spending 2004/2005	Variance
<b>Corporate Infrastructure</b>							
<b>Grants</b>	Royal Canadian Mounted Police Veterans Association	0.0	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	0.0
	Survivors of members killed on duty	1.4	1.5	1.5	1.5	1.4	0.1
	<b>Total Grants</b>	<b>1.4</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.4</b>	<b>0.1</b>
<b>Statutory</b>	Pensions under the <i>RCMP Pension Continuation Act</i>	23.0	22.6	23.0	23.6	23.6	-0.6
	To compensate members of the RCMP for injuries received in the performance of their duties	28.8	31.8	35.4	39.2	39.1	-3.7
	Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1	0.1	0.0
	<b>Total Statutory</b>	<b>51.8</b>	<b>54.5</b>	<b>58.5</b>	<b>62.9</b>	<b>62.8</b>	<b>-4.3</b>
	<b>Total Corporate Infrastructure</b>	<b>53.2</b>	<b>56.0</b>	<b>60.0</b>	<b>64.4</b>	<b>64.2</b>	<b>-4.2</b>
<b>National Police Services</b>							
<b>Contributions</b>	Contributions to non-RCMP candidates attending Canadian Police College courses	0.4	0.3	0.4	0.4	0.3	0.0
	<b>Total Transfer Payments</b>	<b>53.6</b>	<b>56.3</b>	<b>60.4</b>	<b>64.8</b>	<b>64.6</b>	<b>-4.1</b>

**Table 17: Response to Parliamentary Committees, Audits and Evaluations for FY2004–2005**

<b>Response to Parliamentary Committees</b>
N/A
<b>Response to the Auditor General</b>
<p><b>November 2004 Internal Audit in Departments and Agencies</b>  This report compared audit departments of six federal agencies and had no significant criticisms of the RCMP.</p> <p><b>November 2004 Implementation of the National Initiative to Combat Money Laundering</b>  This report was primarily concerned with FINTRAC and the only recommendation affecting the RCMP was a direction to all police agencies to work with FINTRAC to improve dissemination of information.</p> <p><b>November 2004 Management of Federal Drug Benefits</b>  This report compared four federal agencies and the management controls of the issuing of prescription drugs. The RCMP subcontracts this to Veteran’s Affairs (VAC) who use Atlantic Blue Cross for the majority of the administrative controls. There were recommendations that the RCMP work with VAC to establish performance measures and assess the objectives of their drug benefit program. They should improve the claims processing system to provide alerts for inappropriate prescription use, they should use data analysis to assess drug use patterns, and all federal government departments should consider a central coordinating body to establish lower dispensing fees and the best cost efficiencies.</p> <p><b>April 2005 National Security; The 2001 Anti-Terrorism initiative</b>  This report is Part 2 to the report tabled in March 2004. Recommendations that affected the RCMP were related to the federal roll-out of CBRN preparedness (Chemical Biological, Radioactive and Nuclear risk). They noted that the RCMP had been responsible in utilization of 2001 funding, especially with respect to outfitting and training all RCMP members in first response. They recommended the RCMP should continue to develop and increase the size of the regional specialized CBRN teams. This is being addressed.</p>
<b>External Audits or Evaluations</b>
None
<b>Internal Audits or Evaluations</b>
<p>For FY 2004/2005, Audit &amp; Evaluation completed the following:</p> <ul style="list-style-type: none"> <li>• Canadian Air Carrier Protective Program (CACPP) – Financial Audit for FY 2003/2004*</li> <li>• RCMP International Operations Branch / Foreign Affairs Memorandum of understanding Audit*</li> <li>• National Crime Justice Index (NCJI) – Financial Audit for FY 2003/2004*</li> <li>• Police Reporting and Occurrence System (PROS) – Phase 3 Consulting Engagement</li> <li>• Control Self Assessment in the Human Resources Sector</li> <li>• RCMP Pension Plan Financial Statement Audit for FY 2003/2004*</li> <li>• Accounts Payable Audit*</li> </ul> <p>*posted on the RCMP website: <a href="http://www.rcmp-grc.gc.ca">www.rcmp-grc.gc.ca</a></p>

## Supplementary Information

**Table 18: Sustainable Development Strategies (SDS)**

### SUSTAINABLE DEVELOPMENT STRATEGIES

Department/Agency:	
Points to address	Departmental Input
What are the key goals, objectives and/or long-term targets of the SDS?	<ul style="list-style-type: none"> <li>• Sustainable Communities</li> <li>• Stewardship of Resources</li> <li>• Corporate Responsibility</li> </ul>
How do your key goals, objectives and/or long-term targets help achieve your department's/agencies' strategic outcomes?	The RCMP's current sustainable development strategy, "Communities+2003", demonstrates a substantial shift in the organization's approach to sustainable development. The strategy is one of long-term vision, and considers all three dimensions of sustainable development in relation to the RCMP's role in safe homes and safe communities.
What were your targets for the reporting period?	As a result of the strategic and long-term vision of the current strategy, results must also be quantified in the long-term. With short-term targets, mid-term objectives, and long-term goals having timelines extending from 2008 through 2012, work currently being completed will ultimately translate into measurable results. This approach was supported by the use of the logic model, which aids in planning and understanding short term activities that lead to concrete results in the long-term.
What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?	<ul style="list-style-type: none"> <li>• Identified baseline for measuring progress and understanding RCMP links and roles relative to sustainable communities through the 2004 RCMP core surveys</li> <li>• Produced a report on the link between Security and Sustainability</li> <li>• Provided training/education on current trends in Environmental Crime</li> <li>• Promoted awareness and education on alternate fuel and waste reduction</li> <li>• Completed Green Building Policy and Energy &amp; Water Conservation Policy</li> <li>• Completed Environmental Policy Suite and incorporated into Property and Asset Management Manuals</li> <li>• Integrated sustainable development principles into various newly constructed facilities</li> </ul>
What adjustments have you made, if any?	<ul style="list-style-type: none"> <li>• Undertaking measures to strengthen involvement of Human Resource Management in sustainable development initiatives</li> </ul>

Note: Additional information on Sustainable Development Strategies is contained in Section II.



**Table 19: Procurement and Contracting**

Department/Agency:	
Points to address	Organization's Input
<p>Role played by procurement and contracting in delivering programs</p>	<ul style="list-style-type: none"> <li>• Provide strategic procurement approach at the initial Project Planning Stage</li> <li>• Plan procurement action and establish high level milestones for the procurement process</li> <li>• Evaluate, identify and mitigate procurement risks, industry trends, etc. and provide advice to senior management</li> <li>• Assist and guide clients in the formalization of procurement documents</li> <li>• Ensure support documents are provided and that required approvals and funds are available</li> <li>• Select and use the most efficient procurement method to satisfy the operational requirement while respecting government policies</li> <li>• Carry or oversee activities of all procurement processes to conclusion, ensure the integrity of the process, negotiate and issue contracts, manage associated risks</li> <li>• Establish and coordinate procurement milestones and timelines</li> <li>• Manage procurement file, contracts and resolve issues</li> <li>• Conduct needs analysis and Initiate pro active procurement tools for anticipated requirement</li> <li>• Include quality control as part of the procurement process</li> <li>• Introduce remedial action for non-compliance to policies etc</li> </ul>
<p>Overview of how the department manages its contracting function</p>	<ul style="list-style-type: none"> <li>• Institute and manage a record of activity for incoming requirements, TEAM application</li> <li>• Develop and use procurement process standards &amp; objectives</li> <li>• Clearly identified roles and responsibilities in the process in line with objectives</li> <li>• Plan procurement actions with clients</li> <li>• Assign a dedicated commodity expert buyer to requirements</li> <li>• Buyers ensure procurement processes respect TB Policies and guidelines</li> <li>• Ensure authorities are respected and funds available</li> <li>• Develop procurement milestone schedule</li> <li>• Provide procurement process guidance and update to clients</li> <li>• Manage procurement progress activity and update reports</li> <li>• Ensure document actions are well documented</li> <li>• Developed and maintain templates and process map</li> <li>• Identify and use procurement tools available at PWGSC and at the RCMP</li> <li>• Perform procurement documents and process quality control review and post review for compliance with government policies and our established process standards and objectives</li> <li>• Use remedial action in place to address deficiencies and non-compliances</li> <li>• Manage contract and files using TEAM reports</li> <li>• Analyze procurement trends and develop efficient tools</li> <li>• Developed a training plan for buyers and provide continue guidance to enhance expertise</li> <li>• Share lessons learned</li> </ul>

## Supplementary Information

Department/Agency:	
Points to address	Organization's Input
Progress and new initiatives enabling effective and efficient procurement practices	<ul style="list-style-type: none"> <li>• Analysis of regional and national needs to identify future requirement and put in place efficient tools, contracts or standing offers. Initiatives are as follows:               <ul style="list-style-type: none"> <li>• Establishing IM/IT \$20M procurement initiatives consisting of developing and putting in place contracts, on an as and when required basis, for technical and professional services consultants</li> <li>• Developing, with regions, a Statement of Requirement for a National Standing Offer Agreement for reproduction equipment specific to the RCMP</li> <li>• Developing generic standard template procurement documents</li> <li>• Maintaining government procurement policy update knowledge</li> <li>• Overseeing procurement activities in the regions and sharing knowledge and tools</li> </ul> </li> </ul>

**Table 20: Alternative Service Delivery (ASD)**

Name of ASD Initiative	Current Status	Start-up Date	Contact
Cafeteria Food Service	Ongoing	February 2004	Normande Morin (613) 991-4928

**Table 21: Service Improvement Initiative (SII)**

We remain committed to citizen-centered service delivery and a culture of continuous improvement. The Service Improvement Initiative (SII) has been integrated into the performance management regime which has been adopted (using the Balanced Scorecard methodology) in support of the RCMP's Strategic Framework.

In 2003/2004, the RCMP undertook an important initiative to measure the satisfaction levels of its clients/partners/stakeholders/employees. A survey program was implemented to provide baseline data to organization-wide program planning and performance management.

Baselines were established to gauge satisfaction levels across the following groups: citizens; clients with whom we have policing contracts (provincial, territorial, municipal and First Nations); other policing agencies (both domestic and international); other federal partners and stakeholders; and, employees.

In 2004/2005, we conducted the next iteration of surveys. These results will be compared against those of the 2003/2004 Baseline Surveys to determine where improvements have taken place and where initiatives are required to improve the services offered to Canadians by the RCMP.

Note: Additional information on Service Improvement Initiative is contained in Section II.

**Table 22: Horizontal Initiatives**

The increasing focus on horizontal initiatives and results over the past few years responds to the growing interest of Canadians and Parliamentarians who wish to understand and appreciate how departments contribute in a collective manner to the achievement of results.

Horizontal initiatives are defined as initiatives in which partners, from two or more organizations, have received program funding and have formally agreed (i.e., through Memoranda to Cabinet, Treasury Board Submissions, federal/provincial agreements) to work together to achieve shared outcomes.

In its day-to-day operations, the RCMP, as either the lead department or as a partner, is engaged in an array of multi-jurisdictional and interdepartmental horizontal initiatives which serve to leverage RCMP capacity through partnerships, shared objectives, and common goals to maximize results for Canadians.

We are committed to improving the quality of the performance information in relation to these horizontal results.

In our 2004/2005 Report on Plans and Priorities, the RCMP was identified as the lead department on the following major horizontal initiatives:

- Counterfeit Analysis Project
- Canadian Police Information Centre Renewal
- Integrated Border Enforcement Teams
- Integrated Immigration Enforcement Teams
- Integrated Market Enforcement Teams

For detailed information related to these horizontal initiatives, please consult the Treasury Board of Canada Secretariat’s Horizontal Results Database at: [www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp).

**Table 23: Travel Policies**

<b>Comparison to the TBS Special Travel Authorities</b>
<b>The Royal Canadian Mounted Police follows the TBS Special Travel Authorities</b>
Authority: N/A
Coverage: N/A
Principal difference(s) in policy provisions: N/A
Principal financial implications of the difference(s): N/A

<b>Comparison to the TBS Travel Directive, Rates and Allowances</b>
<b>The Royal Canadian Mounted Police follows the TBS Travel Directive, Rates and Allowances</b>
Authority: N/A
Coverage: N/A
Principal difference(s) in policy provisions: N/A
Principal financial implications of the difference(s): N/A

## ***Supplementary Information***

**Table 24: Fuel Storage Tanks**

### **Status of Fuel Storage Tanks on RCMP occupied Land**

#### **Annual Report for April 30, 2005**

As required under the CEPA, Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 2004.

#### **The following number of above-ground storage tank systems:**

Are registered with the RCMP: 22

Comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 15

Do not comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 7

#### **The following number of underground storage tank systems:**

Are registered with RCMP: 39

Comply with the *Federal Underground Storage Tank Technical Guidelines*: 13



## SECTION IV – OTHER ITEMS OF INTEREST

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### Major Projects

#### Canadian Police Information Centre (CPIC) Renewal

The Canadian Police Information Centre (CPIC) is an integrated, automated system which provides tactical information on crimes and criminals. In Canada, CPIC can be reached through approximately 2,500 access points – approximately 1,285 different police departments, federal and provincial agencies, and 1,180 RCMP detachments and specialized units. From coast to coast, CPIC provides shared computer access to more than 60,000 law enforcement officers, and enables information sharing with our US law enforcement partners through the Automated Canadian/US Police Information Exchange System (ACUPIES) interface.

CPIC Renewal (Budget 2001, \$130.1M) is designed to ensure the long-term viability of the CPIC system through the replacement of aging technology. Work has involved stabilizing and securing the system's technology infrastructure, and developing new communications functionality including enhanced messaging, directory services and new application features. This essential investment in Canada's law enforcement infrastructure has increased public confidence in the ability of law enforcement partners to protect Canadians and enhanced the integrity and sustainability of information and systems into the future.

The CPIC-Renewal Project was completed in March 2005 and all of the activities were transitioned back to the RCMP's Chief Information Officer (CIO) Sector. Final development activities are expected to be completed in 2005 as part of ongoing evergreening activities undertaken by the CIO Sector. Full system testing with RCMP partners is expected beginning April 2006, with an anticipated full scale implementation in the Fall of 2006.

#### Police Reporting and Occurrence System (PROS)

The Police Reporting and Occurrence System (PROS) is the replacement solution for the RCMP's aging occurrence and records management system. With a single point of data entry for storing and accessing complete police occurrence information, PROS will make it easier to document, manage, access and exchange information on case files. Capable of adapting to future technologies, it also meets evolving policing needs.

The PROS Solution has been deployed across several RCMP divisions since 2004; roll-out continues to progress successfully. All divisions have made this a priority activity and have provided support to new users to achieve a smooth and efficient implementation. As of June 30, 2005, 75 percent of all PROS users have been trained.

The RCMP has deployed PROS to External Police Partner Agencies that are using the application to process and manage their occurrence data. Completion of PROS roll-out is planned for December 2005 and project close-out is scheduled for March 31, 2006.

The PROS solution is a critical component of the Integrated Justice Information (IJI) Initiative, designed to improve information sharing and system integration among criminal justice community partners. A key integrating system, PROS is a crucial building block of the Canada Public Safety Information Network (CPSIN), a national network of partners mandated to improve electronic information within the criminal justice and law enforcement communities.

The PROS project has an approved TB budget of \$68M, of which \$41.1M is from Public Safety and Anti-Terrorism (PSAT) funding.

#### National Integrated Inter-Agency Information (N-III) – Formerly the National Criminal Justice Index (NCJI)

The RCMP is responsible for the technical solution for NCJI. Termed the National Integrated Inter-agency Information System (N-III), this solution will enable secure, electronic information sharing among police and federal public safety agencies. The N-III solution is comprised of a number of tools.

## ***Other Items of Interest***

The Integrated Query Tool (IQT) has been developed and will provide the means for federal public safety partners such as the Canada Border Services Agency (CBSA) and the Canadian Firearms Centre (CAFC) to have single query access to RCMP occurrence and criminal history data for which they have authorized access.

The Police Information Portal (PIP) allows police agencies to query, publish and drill-down into police occurrence data located in the portal, directly from their records management systems. This tool allows police to securely share and access police data from different jurisdictions across the country.

An interface between the IQT and the PIP is being developed with appropriate access controls to share information electronically where appropriate.

### **Real Time Identification (RTID)**

The Real Time Identification (RTID) Project is re-engineering systems and processes used for fingerprint identification, civil clearances and criminal records maintenance. RTID will transform the current paper-based workflow to an electronic workflow, enabling the "real time" identification of fingerprints submitted electronically.

Fingerprints are submitted by police agencies to support the creation of a criminal record or to search the criminal record repository during a criminal investigation or civil security screening. RTID will streamline these procedures, facilitate information sharing internationally, and permit an improved tracking of criminals by condensing identification turnaround times from weeks and months to hours and days.

Funding for the RTID Project was announced on April 20, 2004, under the National Security Policy. Following the announcement, a Project Charter was developed and a formal Project Office established under the sponsorship of Information and Identification Services of National Police Services. The Chief Information Officer was appointed Project Leader, responsible for achieving the technology improvements associated with the project. The Project Director reports to the Chief Information Officer.

In December 2004, the RCMP received Preliminary Project Approval at an indicative estimate of \$129.8M to complete development of RTID over five years. The source of funds was identified as follows: \$99.8M from Canada's National Security Policy and \$30M from internal RCMP allocations. Effective Project Approval

for the Automated Fingerprint Identification System (AFIS) implementation phase of RTID is expected in September 2005.

A Request for Proposal for the AFIS Vendor was issued in January 2005 and closed March 2005. A contract is expected to be awarded by the Fall of 2005. AFIS implementation is expected in Fall 2006.

## **Corporate Areas**

### **Corporate Management and Comptrollership (CM&C)**

In 2004/2005, the financial management of the Contract Policing Services business line was a priority. A number of key accomplishments were realized that will better position the RCMP to meet its contract policing obligations.

The overall management of Contract Policing Services is subject to strict control and maintenance: all spending is tracked; new projects are checked for feasibility and necessity; managers are accountable for unit budgets; and contract partner spending caps are respected and adhered to.

Through our financial management process, rigorous attention to revenue collection has resulted in recovering more than 99.98% of the \$1.1B billed in 2004/2005.

A new MoA was recently signed by the RCMP, TBS and PSEPC that significantly improves the ability of the RCMP to account for contract policing funding by better describing and costing increases to the contracts.

The RCMP will continue to work diligently with TBS and PSEPC to ensure that it meets its contract policing obligations.

A number of initiatives are also underway to reduce the number of systems that manage assets into one integrated solution. For example, our implementation of SAP (TEAM) involves several modules that integrate financial, materiel, asset and real property information. We will also be able to bring together financial and non-financial information through several interfaces between our existing PeopleSoft-based HR and TEAM systems. Cost centre information is also being standardized across the organization – the result, financial and non-financial information can be extracted in a consistent manner for more strategic decision making.

We have also implemented the Real Estate module of SAP into our TEAM application, allowing real property to be integrated with all of our other financial and

material information. Since we are the first department within the Government-wide, shared systems initiative to “go live” with this module, it will set the standard for information sharing best practices with all other SAP departments – seamlessly integrating information on real property assets with critical accounting and finance information.

We are progressing with the implementation of our Sustainable Development Strategy – “Communities + 2003” by focusing on three specific areas: sustainable communities; stewardship of resources; and, corporate responsibility. This strategy will enable us to communicate to stakeholders the progress made towards sustainable development, highlighting how programs and operations are positively impacting the quality of life in Canada and abroad. The environmental management program is also thriving, with the development of various initiatives such as climate change, water and wastewater, integrated pest management, contaminated sites and storage tanks.

### **Internal Audit, Evaluation and Management Review/Quality Assurance**

A key element of the governance structure of the RCMP includes the provision of strategic, high quality and professional internal audit; program evaluation; and, management review (MR). Quality assurance (QA); the development/implementation of policies, standards, tools and procedures; and, annual and long-term risk-based audit/evaluation plans also serve to support Government-wide and Force priorities.

We have an effective internal audit function that provides assurance services on the soundness of risk management strategies and practices, management control frameworks, systems and practices, and information used for decision making and reporting. The findings of the Auditor General on Internal Audit indicate that our internal audit function meets the International Standards for the Practice of Internal Audit. Strong support from senior management for the audit function was noted and the results pointed to an internal audit group with extensive operational experience and professional qualifications, an effective quality assurance process, and a comprehensive training plan to ensure a “best in class” internal audit organization.

RCMP Senior Management is fully committed to building the evaluation function across the organization to provide objective and independent assessments of

the effectiveness, efficiency and relevance of our programs and policies. We have also made progress towards building a strategic, independent evaluation group within Audit and Evaluation. The recently hired Director, Evaluation has developed a Business Plan and presented it to the Audit and Evaluation Committee in the summer of 2004.

We have a professional group that is involved in ensuring that Results-Based Management Accountability Frameworks are in place and formal evaluations are planned and implemented. Our evaluation group will offer advice to program managers for the development of risk-based accountability frameworks (RMAFs) and for Treasury Board submissions for new and renewing programs. In addition, a risk-based evaluation plan was presented to the Audit and Evaluation Committee on June 29. A copy was forwarded to TBS in accordance with the policy.

To ensure responsible programs and services, in addition to our corporate internal audit and evaluation services, an effective operations-oriented review program is in place. We have updated our QA/MR program and tools to include Integrated Risk Management (IRM) principles and regional review service groups are in place to promote effective program implementation.

### **Strategic Policy and Planning**

In establishing the strategic direction and policy priorities of the organization, the RCMP considers Government priorities, as well as those of the PSEP portfolio and the larger security and intelligence community. This includes our shared portfolio priorities – emergency management, national security, safe communities and Canada–US relations – and how we can best work with partners to deliver on our plans and priorities.

In our efforts to becoming a strategy-focused organization, we have come to recognize the importance of responding in a meaningful and effective way to the public policy process – to be able to anticipate challenges and respond in a strategic and purposeful manner, rather than a reactive one.

We are undertaking a review of our strategic policy research function to ensure the efficient use of resources (human and financial), and to design and implement a strategic research agenda that is linked to and supports our organization’s vision and priorities,

## ***Other Items of Interest***

as well as those of our partners. To further enhance our policy capacity, we are undertaking several other initiatives:

- The adoption of decentralized policy management, with policy leadership focused in key program areas
- The identified need for the development of a recruitment and retention strategy for policy personnel, as well as tools and processes to support the advancement of a policy culture within the RCMP
- Extensive training courses – for example, Leading Policy with the Canada School of Public Service – to date, over 70 senior members have enhanced their public policy competencies
- The development of a pilot program to develop leadership skills in regions – with the Atlantic Pilot as our first in late 2004

### **Information Management/Information Technology**

Several key factors continue to impact on the IM/IT community:

- Technology's expense – many IM/IT programs have merit – funds, however, are limited
- Evergreening – given technology's expense, there is a need to keep systems and equipment operational for as long as possible
- Research and development – the rapid evolution of technology presents challenges for law enforcement to keep pace
- Challenges of international policing – requires partnerships and relationship building – compatibility and interoperability goals vs privacy concerns

The RCMP's success in furthering intelligence-led and integrated policing is largely dependent on information systems and technology to facilitate the gathering and management of information, the creation of intelligence, and the cooperative and coordinated exchange between partners. Integrated operational mechanisms – like PROS and our work on the IQT – will link databases so that information can be retrieved from a number of systems.

As a key member of the federal justice community, we have important responsibilities in working to ensure that existing and planned IM/IT systems are compatible and consistent with one another – and as part of the vital support systems within the larger criminal justice system. Our goal is to optimize the use of compatible systems by the Canadian law enforcement community to ensure that information and intelligence is accessible and available to those who need it in a timely manner.

By leveraging common IM/IT investments, there are potential benefits for all partners:

- Integrated information and intelligence
- Interoperability and compatibility with existing and planned systems including common language, look and feel
- Effective and responsible resource management
- Enhanced support of the criminal justice system in sustaining a coordinated public safety effort

We have developed a standard project methodology for all IM/IT projects, which identifies the need to consider privacy principles, legislation, policies and risks at project initiation phase. New or enhanced IM/IT business solutions, programs and services that raise privacy issues must develop, conduct and update a Privacy Impact Assessment (PIA) – all PIA submissions are also reviewed by Access to Information (ATIP) to ensure compliance with federal requirements and the *Privacy Act*.

We have also initiated a Business Intelligence project to convert the data stored in our enterprise systems into usable information. The technical infrastructure is now in place; web-based business intelligence tools have been acquired to access, integrate and report information in enterprise reporting systems; and, a strategy is being developed to support the expanded use of the Business Intelligence tool.

Our contribution to Government-online (GoL) continues. We are active participants in Canada's Public Safety Portal and in support of the international fight against terrorism. We prominently feature our national security tip-line and also contribute information to the portal that helps ensure the safety and security of Canadians.

We are committed to employing the Internet as the channel of choice wherever a service or program can most benefit Canadians through online delivery.



We have added some commonly requested forms for use by the Canadian public to our website including Consent for Disclosure of Criminal Record Information. We will continue to monitor and analyze client needs and expectations to further enhance our GoL activities, as well as the menu of information and services we provide online.

### Human Resources

Changing demographics and increasing expectations for service continue to impact on our Human Resource plans and priorities.

To meet these challenges, our Human Resources program is currently undergoing a restructuring to ensure efficient and effective support of Operations. Several initiatives are in progress or are planned, including as examples:

- Review of all Course Training Standards and the Cadet Program at Regina
- Ongoing examination of the provision of health services to uniformed members through the Health Services Renewal Task Force
- Development of a measurement accountability framework – to ensure managerial accountability and performance management of programs
- Creation of working groups to examine our recruiting process and the development of a workforce strategy
- Development of a human resources planning framework for our IM/IT communities – to identify short- and long-term human resource issues and strategies to address identified gaps in several key HR areas; with an environmental analysis now complete, analysis of the data is in progress
- Development of an annual corporate learning plan which better aligns, plans and manages learning investments to operational priorities
- Revision of our corporate learning policy – to better respond to individual learning opportunities and organizational needs

There were a number of Human Resource issues that were addressed in 2004/2005 in an effort to improve our Human Resource Management capabilities.

**RCMP Member Pay Raise** – The RCMP Pay Council has consistently recommended that the appropriate position for RCMP compensation is the average of the top three in the comparator universe on a total compensation basis. A Treasury Board (TB) Submission designed to maintain the average of the top three for 2004 was forwarded to TB Ministers for their approval. In the decision letter of December 13, 2004, TB Ministers approved a salary increase of 2.5% and a change to leave provisions.

**Recruitment of Cadets** – The RCMP remains committed to fulfilling its contractual obligations including our commitment to meet the recruiting needs in contract policing. To ensure our operational needs are met, recruiting must be a priority for the RCMP. To accommodate demographic predictions, we are enhancing our recruitment process to ensure it is efficient, effective and proactively attracts quality candidates, and efforts to increase Depot's capacity from 38 to 46 troops per year are underway. To ensure we meet our recruiting targets, we have undertaken a Recruitment Program Renewal Initiative to enhance our current process to attract and retain the right number of people with diversified backgrounds and the appropriate competencies to meet the demand now and in the future. The initiative will also position the RCMP for the future by leveraging technology to create an active recruiting model that will enhance our ability to attract and retain quality candidates.

**Bilingualism** – The overall bilingual capacity of our personnel in bilingual positions providing service to the public improved by 6% during the past years from 81% to 87%. We have, however, had difficulties in enrolling EX-level public servants in PSC language schools. This has been further exacerbated by the very long waiting periods for acceptance. As of March 2005, 79% or 60 of the 76 EXs subject to the CBC Policy requirements had reached this level:

- 85% or 28 of 33 Officers (RMs) meet language requirements
- 83% or 15 of the 18 civilian members meet language requirements
- 68% or 17 of 25 public servants meet language requirements

## ***Other Items of Interest***

**Harassment** – In 2004/2005, the organization received 28 harassment complaints from Public Service employees compared to 38 the previous year. This decrease reflects the RCMP's ongoing commitment for prevention by mandating that all employees attend harassment awareness training.

A new harassment policy covering all RCMP employees was implemented effective January 31, 2005. This new policy has streamlined the process, raised the accountability of the decision maker and broadened the application of the policy. It also places greater emphasis on the prevention, early intervention and quick resolution of harassment situations.

**Embracing Change** – The RCMP fully supports the Embracing Change benchmarks and is working diligently to improve its statistics. Experience and seniority are unavoidably factors in promotion to the Officer (Insp+) and the Executive (C/Supt+) ranks. While 34% of all Regular Members have 20+ years service, only 15.2% of Aboriginal members and 6.6% of Visible Minorities have 20+ years of service. When we compare our junior members who are Aboriginal and Visible Minority, they are achieving promotions in the ranks at the same rate as the majority group.

**Employment Equity** – The RCMP is actively working towards meeting its obligations under the *Employment Equity Act*. An Employment Equity Senior Management Steering Committee directs the efforts of the Employment Equity Program. All executives in the RCMP have HR management as their number one ongoing commitment in their performance agreements. Employment Equity is a key component of HR management. There are now preparations being made to enter Phase III of the Employment Equity Implementation Project, which will be the Employment Systems Review (ESR). The ESR requires in-depth assessment of all formal and informal employment systems, policies and practices and also includes attitudes and behaviours. There will be further steps to the Employment Equity Plan, which will outline measures to be implemented to ensure proper representation of designated employee groups.

**The Investigator's Toolbox** – The first of its kind in the law enforcement community, the Investigator's Toolbox, a knowledge management tool, was developed with the frontline in mind. Designed to look like an actual toolbox, the application opens to offer a "tray" full of core investigative skills, organized according to various "decision points" in criminal investigations, providing police officers with quick job aids and learning objects to assist them in their daily duties. Each area offers quick access to job aids/checklists, policy, case law, references and various e-learning and e-working resources.

A similar toolbox concept is now under development for planning and performance management to support the roll-out of performance management to the detachment level. We are also developing a Corporate Guidelines toolbox to enable members/employees in the field to follow a consistent and standard protocol that is reflective of our values and ethics. A Conflict of Interest policy related to secondary employment and the reporting of assets for our members is also under development. In addition to the Conflict of Interest policy, communication and training strategies are also under development and are scheduled for completion in early 2005.

## **Strategic Planning and Performance Management in the RCMP**

### **Our Strategic Planning Cycle**

Strategic planning is absolutely imperative to a well-functioning organization. It guides decision making, facilitates effective use of resources and provides us with critical feedback. Our planning cycle is based on a continuous integrated approach and is augmented by strategic activities meant to enhance and support informed decision making.

Our planning cycle is highlighted by three significant periods of review.

#### **First review** (late spring):

- Focus on trends and issues identified in the environmental scan and from field input
- Identification of national and international trends that may impact on our operations

- Supplemented with knowledge gained from use of annual core surveys, designed to measure perceptions and satisfaction levels of Canadian citizens, policing partners, clients, stakeholders and employees on our plans, priorities, programs and services

The outcome of this review either confirms or refocuses our priorities to better reflect the needs of Canadians within a three- to five-year horizon. Two key documents also result from this review. With the issuing of the Commissioner's Directional Statement, all levels of the RCMP can begin to focus on their respective responsibilities to Canadians and what plans could enhance the delivery of our services.

This is followed by an Operational Strategic Outlook, which is communicated to business and service lines to support them in the development of mandatory requirements and considerations for frontline service providers. At the same time, regions and divisions also offer forward-looking documents to each of their respective clients, partners and stakeholders.

### **Second review** (fall):

- Mid-year check on progress against strategic priorities, commitments and objectives
- Adjustments as required to ensure continued results and value to Canadians
- Business line directions and priority activities determined for coming fiscal year
- Initiation of business planning process in Operations

Once complete, corporate-level business plans are then developed – the lag to ensure these plans reflect the priorities and needs of Operations.

### **Third review** (late winter):

- Business line and corporate plans reviewed in order to determine appropriateness of support for operational priorities
- Financial support for strategic objectives determined

While all of these periods of review have a specific focus, they also offer opportunities for ongoing review (look back) and forecasting (look ahead) – critical to determining if we are on the right track – or if

adjustments are required. In order to support more immediate requirements for informed decision making, a bi-monthly performance reporting cycle is also in place, allowing for the continuous tracking of initiatives and expected outcomes.

### **National Business Plans**

A Senior Management Steering Committee has been established at National Headquarters to provide the necessary leadership and direction to ensure robust business planning in the RCMP.

### **Divisional Business Plans**

As is the case with their Headquarters counterparts, business plans at the division level are required. Not only do they reflect a clear understanding of our national strategic priorities and the "fit" with their activities, there is a comprehensive understanding of local issues and priorities.

### **Environmental Scanning**

Each year we undertake an Environmental Scan to review the macro-level trends, both international and domestic, that are shaping our environment. Our efforts are focused on seven key dimensions – demographics, society, economy, politics and governance, science and technology, environment and public safety and security – highlighting new trends and updating previously reported issues.

The 2004 Environmental Scan can be accessed at the following address:

[www.rcmp.ca/enviro/2004/index\\_e.htm](http://www.rcmp.ca/enviro/2004/index_e.htm)

### **Core Surveys**

Surveys are conducted on an annual basis in an effort to capture baseline opinion data regarding our performance. Questions predominantly focus on general satisfaction areas, for example: our role in safe homes and safe communities; quality of service; professionalism; sensitivity; community involvement; visibility; value of partnerships; and, communication. Populations canvassed include: clients/citizens of Canada; clients of Contract Policing; policing partners; employees; and stakeholders.

## ***Other Items of Interest***

The following surveys were issued in the spring of 2004:

- Canadians' views of RCMP policing services – including Canadians from every province
- Clients of Contract Policing – including all Attorneys General, Mayors, Chiefs of provinces/communities policed by the RCMP
- Policing partners (Canadian) – including Chiefs of all Canadian police forces
- Policing partners (International) – including Chiefs of police forces partnering with us abroad
- Stakeholders – including “non-police” organizations that are impacted by our work, and/or, have a working relationship with us [i.e., ADM/ADM-equivalent of federal departments and agencies, as well as regional representatives of government organizations at the federal, provincial and territorial levels and non-government organizations (NGOs)]

The survey results are delivered to planners for use as reference material in the development of plans and priorities.

Taken together, some common messages emerge from the various core survey results. The RCMP's contribution to ensuring the safety of our homes, communities and country is perceived as important. Our organization is viewed as professional, with integrity and honesty valued. However, communication regarding the nature of and rationale behind our activities is an area for improvement.

For more information on our surveys, please go to:  
[www.rcmp-grc.gc.ca/surveys/index-main\\_e.htm](http://www.rcmp-grc.gc.ca/surveys/index-main_e.htm)

### **Consultation and Engagement**

Consistent with Government priorities to ensure the broader engagement of partners in plans and priorities, we are pursuing a national consultation and engagement strategy. This will not only ensure the interests and needs of our partners are appropriately reflected in our plans and priorities, it will support our collective efforts in considering the benefits to be realized in shared service delivery.

As our consultation and engagement strategy evolves, this practice will become one of our business maxims.

### **Improvements to our Strategic Planning Process**

In our efforts to modernize business practices, and also to enhance our accounting of planning and performance, we have implemented a number of initiatives. These include:

- Identification of mandatory and critical measures deemed critical to our success in delivering on our strategic priorities
- Development of a standardized business plan template which all operational and business areas now complete as part of the planning process
- Implementation of standardized reporting templates and a defined reporting cycle which coincide with key planning milestones and financial deliverables
- Restructuring of senior performance management agreements to be more results-oriented, detailing specific expectations for performance
- Formation of horizontal Strategic Priority Working Groups, tasked with furthering the goals and objectives of our strategic priorities
- Conducting ongoing surveys to better gauge perceptions of various stakeholder groups in an effort to identify performance gaps

Although this work is ongoing, we are now better positioned to determine whether we are achieving our desired results.

In looking at past performance and considering opportunities for improvement, we are making the requisite adjustments so that we can more closely focus on areas of higher priority – or those in need of greater attention.

### **Our Performance Management System**

The Balanced Scorecard was adopted by the RCMP as its tool for furthering strategy-focused, performance-managed business planning. It allows us to manage and measure our performance against our strategy priorities and objectives. In addition, it facilitates proactive planning, which is essential for clarifying objectives and actions and for identifying areas where resources could be used more efficiently to improve the delivery of RCMP programs and services.

Consistent with several other performance management processes, the Balanced Scorecard shares many commonalities with other key

## Other Items of Interest

Government plans and priorities including Results for Canadians, Modern Comptrollership and the Service Improvement Initiative, as examples.

In essence, the Balanced Scorecard guides us in gauging critical intangibles such as people, data and environment and assists all levels of management in identifying what key factors will enable business "success" or goal achievement. It also gives us the ability to tell the RCMP story by demonstrating "what we do and why" and to gain recognition for the critical role we play in providing safe homes and safe communities for all Canadians.

There are several other potential benefits: determination of managerial accountability in achieving performance results; communication of strategic priorities across an organization; clarity and transparency around the allocation of resources; and, consistent reporting on results. With the alignment of operations and objectives, this ensures resources deliver value and are used in the best possible way.

Our strategic goal is safe homes and safe communities, consistent with broader public safety and security objectives. To demonstrate how the Balanced Scorecard is used within our organization the strategy map below graphically portrays our "road map" to safe homes and safe communities.

Over the past two years, performance reporting to our Senior Executive Committee (SEC) has followed a rigorous and demanding schedule so that a culture of performance management could be quickly instilled into our organization. The use of the Balanced Scorecard is now firmly entrenched as an integral part of our daily business practices and is a contributing factor towards the advancement of our strategic priorities.

For more information on the Balanced Scorecard, please go to: [www.bscol.com](http://www.bscol.com)

For more information on performance management in the RCMP, please see: [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca)



## *Other Items of Interest*

### **The Transition to Our Program Activity Structure**

The Treasury Board Secretariat (TBS) is working to modernize the management of Government expenditures through the Management Resources and Results Structure (MRRS). The intent is to provide a standard, Government-wide approach to planning and managing the relationship between resource expenditures and results for the purposes of improved financial and non-financial reporting to Parliament.

In December 2003, the TBS introduced the departmental Program Activity Architecture (PAA), intended to reflect how a department manages and aligns its program resources to strategic outcomes. The Program Activity Architecture provides a framework for reporting on a department's performance and spending, for all of its approved program activities, and replaces the Planning, Reporting and Accountability Structure (PRAS), which was organized by Business and Service Lines as it was considered outdated and insufficiently aligned with strategic outcomes.

In shifting the reporting of Estimates from the previous structure of reporting to the new Program Activity Architecture, departments will be positioned to more closely reflect what they do and how resources contribute to the achievement of strategic priorities and outcomes.

Beginning in fiscal year 2005/2006, the Program Activity Architecture is the approved structure for presenting departmental information throughout the government planning cycle including the Main Estimates and the Annual Reference Level Update, and Parliamentary reports including the Departmental Performance Report and the Report on Plans and Priorities.

Our early efforts at moving to the Program Activity Architecture required that we reconcile financial and non-financial information that traditionally followed business line reporting to our new PAA structure based on our Strategic Goal, Strategic Priorities, Strategic Outcomes, Program Activities, Sub-Activities and Sub-Sub-Activities.

Furthermore, the transition to the PAA represents a move towards national program management within the RCMP. Unlike the PRAS, resources in the PAA are aligned under national functional or program managers.

The Program Activity Architecture represents a complete inventory of departmental programs, however, it is important to note, that the PAA is not an organizational structure and does not represent reporting or accountability relationships. It is an inventory of national activities supporting our strategic outcomes.

Up until April 1, 2005, we were structured along five business lines. Overarching these business lines were our five strategic priorities – Organized Crime, International Policing, Terrorism, Aboriginal Communities and Youth – that focused both operational and organizational efforts on our strategic goal of providing safe homes and communities for all Canadians.

The five business lines, each mandated to ensure safe homes and safe communities were:

- Federal Policing Services (including Peacekeeping Services)
- Protective Policing Services
- Contract Policing Services
- National Police Services
- Corporate Infrastructure

Under our new PAA structure we are structured into eight Program Activities. Overarching these Program Activities are our five strategic priorities – Organized Crime, International Policing, Terrorism, Aboriginal Communities and Youth – three Strategic Outcomes – Quality Federal Policing, Quality Contract Policing, Quality Police Support – and our Strategic Goal of providing safe homes and safe communities for all Canadians.

The eight Program Activities each mandated to ensure safe homes and safe communities are:

- Federal and International Operations
- Protective Policing Services
- Community, Contract and Aboriginal Policing Services
- Criminal Intelligence Operations
- Technical Policing Operations
- Policing Support Services
- National Police Services
- Corporate Infrastructure

Under these Program Activities are 52 Sub-Activities.

# Program Activity Architecture



Department /  
Agency :  
Royal Canadian Mounted Police

Program Activity	1 Federal and International Operations	2 Protective Policing Services	3 Community, Contract and Aboriginal Policing	4 Criminal Intelligence Operations	5 Technical Policing Operations	6 Policing Support Services	7 National Police Services	8 Corporate Infrastructure					
<p><b>OUTCOMES:</b> contributions to...</p>	<p><b>STRATEGIC OUTCOME –</b> quality Federal policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals, and other criminal activity <i>key results – reduced impact of organized crime; reduced threat of terrorists; safe and secure society and economy</i></p>	<p><b>STRATEGIC OUTCOME –</b> quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation <i>key results - highest quality police services/programs, prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</i></p>	<p><b>STRATEGIC OUTCOME –</b> quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation <i>key results - highest quality police services/programs, prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</i></p>	<p><b>STRATEGIC OUTCOME –</b> quality policing support services – support Canadian policing investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology, and education to optimize the delivery of proactive, intelligence-based policing services and programs <i>key results – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support</i></p>	<p><b>STRATEGIC PRIORITIES</b></p> <ul style="list-style-type: none"> <li>Organized Crime</li> <li>Terrorism</li> <li>Aboriginal Communities</li> <li>Youth</li> <li>International Policing</li> </ul>	<p><b>1 Federal and International Operations</b></p> <ul style="list-style-type: none"> <li>1.1 Financial Crime</li> <li>1.2 Drugs and Organized Crime</li> <li>1.3 Border Integrity</li> <li>1.4 International Policing</li> <li>1.5 National Security Operations</li> <li>1.6 Special Initiatives</li> <li>1.7 Program Activity Support</li> </ul>	<p><b>2 Protective Policing Services</b></p> <ul style="list-style-type: none"> <li>2.1 Protective Duties</li> <li>2.2 Major Events</li> <li>2.3 Special Initiatives</li> <li>2.4 Program Activity Support</li> </ul>	<p><b>3 Community, Contract and Aboriginal Policing</b></p> <ul style="list-style-type: none"> <li>3.1 Provincial/Territorial Policing</li> <li>3.2 Municipal Policing</li> <li>3.3 Aboriginal Policing</li> <li>3.4 Airport Policing Agreements</li> <li>3.5 Community, Contract and Aboriginal Policing Directorate</li> <li>3.6 Special Initiatives</li> <li>3.7 Program Activity Support</li> </ul>	<p><b>4 Criminal Intelligence Operations</b></p> <ul style="list-style-type: none"> <li>4.1 Organized Criminal Intelligence</li> <li>4.2 Criminal Analysis</li> <li>4.3 National Security Intelligence</li> <li>4.4 Special Initiatives</li> <li>4.5 Program Activity Support</li> </ul>	<p><b>5 Technical Policing Operations</b></p> <ul style="list-style-type: none"> <li>5.1 Air Services</li> <li>5.2 Behavioral Sciences</li> <li>5.3 Protective Technology</li> <li>5.4 Technical Investigation</li> <li>5.5 Technical Security</li> <li>5.6 Technological Crime</li> <li>5.7 Departmental Security</li> <li>5.8 Special Initiatives</li> <li>5.9 Program Activity Support</li> </ul>	<p><b>6 Policing Support Services</b></p> <ul style="list-style-type: none"> <li>6.1 National Operations Centre</li> <li>6.2 Ops Policing Data Systems</li> <li>6.3 Integrated Operations Support</li> <li>6.4 Force Specific programs</li> <li>6.5 Special Initiatives</li> <li>6.6 Program Activity Support</li> </ul>	<p><b>7 National Police Services</b></p> <ul style="list-style-type: none"> <li>7.1 Forensic Laboratory Services</li> <li>7.2 Information &amp; Identification Services</li> <li>7.3 Canadian Police College</li> <li>7.4 National Child Exploitation Coordination Centre</li> <li>7.5 Criminal Intelligence Service Canada</li> <li>7.6 Special Initiatives</li> <li>7.7 Program Activity Support</li> </ul>	<p><b>8 Corporate Infrastructure</b></p> <ul style="list-style-type: none"> <li>8.1 Corporate and Executive Services</li> <li>8.2 Corporate Management and Comptrollership</li> <li>8.3 Chief Human Resources Officer Sector</li> <li>8.4 Strategic Direction</li> <li>8.5 Chief Information Officer Sector</li> <li>8.6 Special Initiatives</li> <li>8.7 Program Activity Support</li> </ul>

## ***Other Items of Interest***

### **How our PAA structure supports our Strategic Framework:**

Under the PAA, there are three Strategic Outcomes that serve to support our five strategic priorities and our overarching strategic goal of providing safe homes and safe communities for all Canadians.

The first strategic outcome is **Quality federal policing** and it is defined as:

- Ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity

The key expected results for this strategic outcome are:

- Reduced impact of organized crime
- Reduced threat of terrorism
- Safe and secure society

The Quality federal policing outcome is directly supported by two Program Activities – Federal and International Operations and Protective Policing.

Federal and International Operations provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to Canadians.

Protective Policing Services directs the planning, implementation, administration and monitoring of the RCMP's national Protective Security Program including the protection of dignitaries, the security of major events and Special Initiatives, including Prime Minister-led summits of an international nature.

The second strategic outcome is **Quality contract policing** and it is defined as:

- Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation

The key expected results for this strategic outcome are:

- Highest quality police services/programs

- Prevention and reduction of youth involvement in crime as victims and offenders
- Safer and healthier Aboriginal communities

The Quality contract policing outcome is directly supported by a single Program Activity – Community, Contract and Aboriginal Policing.

Community, Contract and Aboriginal Policing contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Ontario and Québec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments.

The third strategic outcome is **Quality policing support services** and it is defined as:

- Support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs

The key expected results for this strategic outcome are:

- Leading-edge policing and security technology
- Comprehensive, real-time intelligence and threat assessments
- Increased efficiency and effectiveness of policing
- Timely and high quality scientific tools, techniques and information management technology
- High quality learning and training opportunities and support

The Quality policing support services outcome is directly supported by four Program Activities – Criminal Intelligence Operations, Technical Policing Operations, Policing Support Services and National Police Services.

Criminal Intelligence Operations is a national program for the management of criminal information and intelligence in the detection and prevention of crime of an organized, serious or national security nature in Canada or internationally as it affects Canada.



## *Other Items of Interest*

Technical Policing Operations provides policy, advice and management to predict, research, develop and ensure the availability of technical tools and expertise to enable frontline members and partners to prevent and investigate crime and enforce the law, protect against terrorism and operate in a safe and secure environment.

Policing Support Services are services provided in support of the RCMP's role as a police organization.

National Police Services contributes to safe homes and safe communities for Canadians through the acquisition, analysis, dissemination and warehousing of information and law enforcement-specific applications of science and technology to all accredited Canadian law enforcement agencies.

Corporate Infrastructure supports all of the Program Activities by providing the vital administrative services required for an organization to operate effectively. In doing so Corporate Infrastructure indirectly contributes to all three strategic outcomes, in turn promoting our strategic goal of safe homes and safe communities.

### **A Crosswalk from PRAS to PAA**

The following crosswalk is for illustrative purposes only and is an attempt to demonstrate the transition from our Business Line Structure to our approved Program Activity Architecture Structure based on Main Estimate figures. Please note that the dollar values assigned to the Program Activities are approximations and that dollar values have been rounded.

#### **PRAS to PAA – Crosswalk based on Main Estimates for 2004/2005 (in \$ millions)**

<b>PRAS – Business Lines</b>		<b>PAA – Program Activities</b>	
1. Federal Policing Services	591	1. Federal & International Operations	549
2. Contract Policing Services	1,583	2. Community, Contract & Aboriginal Policing	1,819
3. National Police Services	371	3. National Police Services	124
4. Protective Policing Services	85	4. Protective Policing Services	104
5. Corporate Infrastructure	271	5. Criminal Intelligence Operations	64
<b>Total</b>	<b>2,901</b>	6. Technical Policing Operations	172
		7. Policing Support Services	69
		<b>Total</b>	<b>2,901</b>

**Note:** Under the PAA structure, Corporate Infrastructure is not displayed in Main Estimates. The funds associated with this activity are distributed among the remaining program activities.



# APPENDIX: NOTES

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For more details on program plans and priorities, please go to our website at: [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca). In addition to the number of options available for searching purposes, related links will expand your referencing and search capability.

For publications referred to in this report, please contact National Communications Services at telephone: (613) 993-1088, or by facsimile: (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by e-mail: [www.rcmp-grc.gc.ca/contact/index\\_e.htm](http://www.rcmp-grc.gc.ca/contact/index_e.htm) or [www.rcmp-grc.gc.ca/contact/index-f.htm](http://www.rcmp-grc.gc.ca/contact/index-f.htm).

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In addition to the details on our own site, partner sites also offer valuable information, insight and useful links. You may wish to consider the following:

## **General/Government –**

Treasury Board: [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca); [www.tbs-sct.gc.ca/rma/krc/cp-rc](http://www.tbs-sct.gc.ca/rma/krc/cp-rc): information on planned activities and expenditures, results evidence, relevant audits and evaluations and program background for the Government's more than 200 strategic outcomes; for information on horizontal initiatives and results, see the Horizontal Results Database: [www.tbs-sct.gc.ca/rmaeppi-bdrp/hr-rh](http://www.tbs-sct.gc.ca/rmaeppi-bdrp/hr-rh); Canada's Performance to Parliament, 2004: [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca): offers details on the over-arching strategic priorities of the Government and how departments and agencies are working together towards shared outcomes; Canadian Parliament ([www.parl.gc.ca](http://www.parl.gc.ca)) and Office of the Auditor General ([www.oag-bvg.gc.ca](http://www.oag-bvg.gc.ca)); see also Auditor General, "Sustainable Development Strategies – Making a Difference"; for more information on Results for Canadians, go to "Functional Communities of the Government of Canada" at: [www.communities-collectivites.gc.ca](http://www.communities-collectivites.gc.ca); see also: Health Canada: [www.hc-sc.gc.ca](http://www.hc-sc.gc.ca); PSEPC: [www.pspec-sppcc.gc.ca](http://www.pspec-sppcc.gc.ca); GoL: [www.connect.gc.ca](http://www.connect.gc.ca); [www.strategis.ic.gc.ca](http://www.strategis.ic.gc.ca); Privy Council Office: [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca)

## **Youth –**

[www.YouthPath.ca](http://www.YouthPath.ca): Government website for youth; linked to RCMP's [deal.org](http://deal.org); National Youth Strategy: [www.rcmp-grc.gc.ca/youth/strategy](http://www.rcmp-grc.gc.ca/youth/strategy); Delivering Education and Awareness for Life: [www.deal.org](http://www.deal.org); [www.ourmissingchildren.ca](http://www.ourmissingchildren.ca): information on missing children and program; Department of Justice, site for youth justice: [www.canadajustice.gc.ca/en/ps/yjindex.html](http://www.canadajustice.gc.ca/en/ps/yjindex.html); National Crime Prevention Centre: [www.crimeprevention.org](http://www.crimeprevention.org); National Crime Prevention Strategy: [www.prevention.gc.ca](http://www.prevention.gc.ca); Public Safety portal: safety for parents, teachers and kids: [www.safecanada.ca/kids](http://www.safecanada.ca/kids); Youth Justice Renewal site: [www.canadajustice.gc.ca/en/ps/yj](http://www.canadajustice.gc.ca/en/ps/yj)

## **Aboriginal –**

RCMP Community, Contract and Aboriginal Policing: [www.rcmp-grc.gc.ca/ccaps](http://www.rcmp-grc.gc.ca/ccaps); Aboriginal Portal: [www.aboriginalcanada.gc.ca](http://www.aboriginalcanada.gc.ca); Health Canada: [www.hc-sc.gc.ca](http://www.hc-sc.gc.ca); First Nations and Inuit Health Branch: [www.hc-sc.gc.ca/fnihb-dgspni/fnihb](http://www.hc-sc.gc.ca/fnihb-dgspni/fnihb); Indian and Northern Affairs Canada: [www.ainc-inac.gc.ca](http://www.ainc-inac.gc.ca); Canada Health portal: [www.chp-pcs.gc.ca/CHO](http://www.chp-pcs.gc.ca/CHO); Canadian Health Network: [www.canadian-health-network.ca](http://www.canadian-health-network.ca); First Nations and Inuit Youth Employment Strategy: [www.ainc-inac.gc.ca/ps/ys](http://www.ainc-inac.gc.ca/ps/ys); Urban Aboriginal Strategy: [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca); [www.canadianheritage.gc.ca](http://www.canadianheritage.gc.ca)

## **Organized Crime and Terrorism –**

RCMP Organized Crime and Terrorism Strategic Priorities: [www.rcmp-grc.gc.ca/organized crime and terrorism](http://www.rcmp-grc.gc.ca/organized%20crime%20and%20terrorism); Canadian Security Intelligence Service: [www.csis-scrcs.gc.ca](http://www.csis-scrcs.gc.ca); CISC Annual Report on Organized Crime in Canada: [www.cisc.gc.ca](http://www.cisc.gc.ca); for more information on safety and security: [www.canada.gc.ca/ssc](http://www.canada.gc.ca/ssc); Public Safety Portal: [www.safecanada.ca](http://www.safecanada.ca) or [www.securitecanada.ca](http://www.securitecanada.ca); Public Safety and Emergency Preparedness Canada: [www.psepc-sppcc.gc.ca](http://www.psepc-sppcc.gc.ca); Department of Justice: [www.canadajustice.gc.ca](http://www.canadajustice.gc.ca); CATSA: [www.catsa-acsta.gc.ca](http://www.catsa-acsta.gc.ca); CRA: [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca); CIC: [www.cic.gc.ca](http://www.cic.gc.ca); National Defence: [www.forces.gc.ca](http://www.forces.gc.ca); OCIEP: [www.ociepep.gc.ca](http://www.ociepep.gc.ca); Transport Canada: [www.tc.gc.ca](http://www.tc.gc.ca)

## **International Policing –**

Foreign Affairs Canada (FAC): [www.fac-aec.gc.ca](http://www.fac-aec.gc.ca); Canadian International Policy: [www.dfait-maeci.gc.ca/cip-pic](http://www.dfait-maeci.gc.ca/cip-pic); embassies and missions: [www.dfait-maeci.gc.ca/world/embassies](http://www.dfait-maeci.gc.ca/world/embassies); Interpol: [www.interpol.int](http://www.interpol.int); [www.ichrd.ca](http://www.ichrd.ca); United Nations: [www.un.org](http://www.un.org); CIDA: [www.acdi-cida.gc.ca](http://www.acdi-cida.gc.ca); [www.acdi-cida.gc.ca](http://www.acdi-cida.gc.ca); Canada's Human Security: [www.humansecurity.gc.ca](http://www.humansecurity.gc.ca); peacekeeping: [www.canadainternational.gc.ca/Peacekeeping](http://www.canadainternational.gc.ca/Peacekeeping)



# ACRONYMS

## A

ACIIS ..... Automated Criminal Intelligence Information System  
ACUPIES ..... Automated Canadian/US Police Information Exchange System  
ADM ..... Assistant Deputy Minister  
AFIS ..... Automated Fingerprint Identification System  
AMBER ..... America's Missing Broadcast Emergency Response  
APO ..... Air Protection Officers  
APT ..... Aboriginal Perceptions Training  
ARLU ..... Annual Reference Level Update  
ASD ..... Alternate/Alternative Service Delivery  
ASSC ..... Administrative Shared Systems Committee  
ATIP ..... Access to Information and Privacy

## B

BC ..... British Columbia  
BI ..... Business Intelligence  
BSC ..... Balanced Scorecard

## C

CACP ..... Canadian Association of Chiefs of Police  
CACPP ..... Canadian Air Carrier Protective Program  
CACVM ..... Commissioner's Advisory Committee on Visible Minorities  
CANICE ..... Canadian Internet Child Exploitation  
CATSA ..... Canadian Air Transport Security Authority  
CBP/BP ..... Customs Border Protection/Border Patrol (US)  
CBRN ..... Chemical, Biological, Radiological and Nuclear Response  
CBSA ..... Canada Border Security Agency  
CCAPS ..... Community, Contract and Aboriginal Policing Services  
CCG ..... Canadian Coast Guard  
CEP ..... Criminal Extremist Priority  
CETS ..... Child Exploitation Tracking System  
CFR ..... Canadian Firearms Registry  
CFSEU ..... Combined Force Special Enforcement Unit  
CIA ..... Central Intelligence Agency (US)  
CIBIN ..... Canadian Integrated Ballistics Identification Network  
CIC ..... Citizenship and Immigration Canada  
CICAD ..... Inter-American Drug Abuse Control Commission  
CICTE ..... Inter-American Committee Against Terrorism

CID ..... Criminal Intelligence Directorate  
CIDA ..... Canadian International Development Agency  
CIDEC ..... Canadian Image Databank for Exploited Children  
CIO ..... Chief Information Officer  
CISC ..... Criminal Intelligence Service Canada  
CIVPOL ..... Civilian Police  
CM&C ..... Corporate Management and Comptrollership  
CNAAC ..... Commissioner's National Aboriginal Advisory Committee  
CPA ..... Canadian Police Arrangement  
CPC ..... Canadian Police College  
CPDTF ..... Commonwealth Police Development Task Force  
CPIC ..... Canadian Police Information Centre  
CPIC-R ..... Canadian Police Information Centre Renewal  
CPTSD ..... Crime Prevention Through Social Development  
CPSIN ..... Canada Public Safety Information Network  
CRA ..... Canada Revenue Agency  
CRF ..... Consolidated Revenue Fund  
CRTI ..... CBRN Research and Technology Initiative  
CSC ..... Correctional Service of Canada  
CSE ..... Communications Security Establishment  
CSIP ..... Continuous Service Improvement Plan  
CSIS ..... Canadian Security Intelligence Service  
CTA ..... Community Tripartite Agreement

## D

DARE ..... Drug Abuse Resistance Education  
DEA ..... Drug Enforcement Administration (US)  
DFO ..... Department of Fisheries and Oceans  
DIAND ..... Department of Indian Affairs and Northern Development  
DND ..... Department of National Defence  
DOJ ..... Department of Justice  
DPR ..... Departmental Performance Report  
DSB ..... Departmental Security Branch

## E

EASF ..... Electronic Automated Search Facility  
EBP ..... Employee Benefits Plan  
EE ..... Employment Equity  
EI ..... Employment Insurance  
EIRDA ..... Export and Import of Rough Diamonds Act  
EPA ..... Expected Project Approval  
ERT ..... Emergency Response Team

## Appendix

ESC .....	Electronic Supply Chain	INTERPOL ...	International Criminal Police Organization
ESR .....	Employment Systems Review	IOS .....	Integrated Operations/Operational Support
EU .....	European Union	IPB .....	International Peacekeeping Branch
<b>F</b>		IPM .....	Integrated Pest Management
FAA .....	Financial Administration Act	IPOC .....	Integrated Proceeds of Crime
FAC .....	Foreign Affairs Canada	IPPs .....	Internationally-protected Persons
FAMD .....	Forensic Accounting Management Directorate	IPT .....	Inuit Perceptions Training
FBI .....	Federal Bureau of Investigation	IQT .....	Integrated Query Tool
FINTRAC ....	Financial Transaction and Reports Analysis Centre of Canada	IRM .....	Integrated Risk Management
FIO .....	Federal and International Operations	IRPA .....	Immigration and Refugee Protection Act
FLS .....	Forensic Laboratory Services	ISADE .....	International Symposium on the Analysis and Detection of Explosives
FNPP .....	First Nations Policing Program	IT .....	Information Technology
FPS .....	Federal Policing Services	ITC .....	Industry and Trade Canada
FRT .....	Firearms Reference Table	ITS .....	International Travel Section
FTE .....	Full-time Equivalent	ITSM .....	Information technology Service Management
<b>G</b>		ITVB .....	International Travel and Visits Branch
GDP .....	Gross Domestic Product	IVPS .....	International Visits and Protocol Section
GNWT .....	Government of the Northwest Territories	IWETS .....	Interpol Weapons Electronic Tracing System
GoL .....	Government-online		
<b>H</b>		<b>L</b>	
HNP .....	Haitian National Police	LO .....	Liaison Officer
HR .....	Human Resources	LTVP .....	Long-Term Vision and Plan
HRSDC .....	Human Resources and Skills Development Canada	<b>M</b>	
<b>I</b>		M .....	Millions
IACP .....	International Association of Chiefs of Police	MAF .....	Management Accountability Framework
IAFIS .....	Integrated Automated Fingerprint Identification System	MAFCS .....	Management Advisory Forum on Corporate Services
IBET .....	Integrated Border Enforcement Team	MC .....	Memorandum to Cabinet
IBIS .....	Integrated Ballistics Identification System	MoA .....	Memorandum of Agreement
ICE .....	Immigration and Customs Enforcement (US)	MoU .....	Memorandum of Understanding
ICET .....	Integrated Counterfeit Enforcement Teams	MR .....	Management Review
ICITAP .....	International Criminal Intelligence Training Assistance Program	MRRS .....	Management Resources and Results Structure
IIET .....	Integrated Immigration Enforcement Team	<b>N</b>	
IJI .....	Integrated Justice Initiative	N/A .....	Not Applicable
I&IS .....	Information and Identification Services	NAI .....	North American Initiative
IJMT .....	Integrated Joint Management Team	NAPS .....	National Aboriginal Policing Services
IMET .....	Integrated Market Enforcement Team	NCECC .....	National Child Exploitation Coordination Centre
IM/IT .....	Information Management/Information Technology	NCJI .....	National Criminal Justice Index
IMSWG .....	Interdepartmental Marine Security Working Group	NCPC .....	National Crime Prevention Centre
INAC .....	Indian and Northern Affairs Canada	NDDB .....	National DNA Data Bank
INSET .....	Integrated National Security Enforcement Team	NGO .....	Non-government Organization
		NIBIN .....	National Integrated Ballistics Identification Network
		N-III .....	National Inter-agency Integrated Information System

NIST ..... National Institute of Standards and Technology  
 NOC ..... National Operations Centre  
 NPETs ..... National Ports Enforcement Teams  
 NPS ..... National Police Services  
 NPSWG ..... New Partnership Security Working Group  
 NSOR ..... National Sex Offender Registry  
 NSP ..... National Security Policy  
 NWEST ..... National Weapons Enforcement Support Team

**O**

OAG ..... Office of the Auditor General  
 OAS ..... Organization of American States  
 OC ..... Organized Crime  
 OCIEPEP ..... Office of Critical Infrastructure Protection and Emergency Preparedness  
 OMB ..... Operations Management Board  
 OPP ..... Ontario Provincial Police  
 OSCE ..... Organization for Security and Cooperation in Europe

**P**

PAA ..... Program Activity Architecture  
 PCO ..... Privy Council Office  
 PD ..... Police Department  
 PIA ..... Privacy Impact Assessment  
 PIP ..... Police Information Portal  
 PIRS ..... Police Information Retrieval System  
 PMO ..... Prime Minister's Office  
 PoC ..... Proceeds of Crime  
 PPA ..... Preliminary Project Approval  
 PPS ..... Protective Policing Services  
 PRAS ..... Planning, Reporting and Accountability Structure  
 PROOF ..... Priority Rating of Operational Files  
 PROS ..... Police Reporting Occurrence System  
 PSAB ..... Procurement Strategy for Aboriginal Business  
 PSAT ..... Public Security and Anti-terrorism  
 PSEA ..... Public Service Employment Act  
 PSEPC ..... Public Safety and Emergency Preparedness Canada  
 PSMA ..... Public Service Modernization Act  
 PSTP ..... Public Security Technical Program  
 PWGSC ..... Public Works Government Services Canada

**Q**

QA ..... Quality Assurance

**R**

RBM ..... Results-based Management  
 RCMP ..... Royal Canadian Mounted Police  
 R&D ..... Research and Development  
 RECOL ..... Reporting Economic Crime Online  
 RM ..... Regular Member  
 RPP ..... Report on Plans and Priorities  
 RTID ..... Real Time Identification

**S**

SAP ..... Software Application Product  
 SCONSAD ... Senate Committee on National Security and Defence  
 SD ..... Strategic Direction  
 SDS ..... Sustainable Development Strategy  
 SEC ..... Senior Executive Committee  
 SGC ..... Solicitor General of Canada  
 SII ..... Service Improvement Initiative  
 SIN ..... Social Insurance Number  
 SMT ..... Senior Management Team  
 SOA ..... Security Offences Act  
 SOIRA ..... Sex Offender Information Registration Act  
 SOG ..... Standard Operating Guidelines  
 SPMD ..... Seized Property Management Directorate  
 SPP ..... Security and Prosperity Partnership  
 SPPB ..... Strategic Policy and Planning Branch

**T**

TB ..... Treasury Board  
 TBS ..... Treasury Board of Canada Secretariat  
 TC ..... Transport Canada  
 TEAM ..... Total Expenditure Asset Management  
 Tech Ops .... Technical Operations  
 TIP ..... Trafficking in Persons/People  
 TO ..... Technical Operations  
 TRA ..... Threat and Risk Assessment  
 TVTS ..... Travel and Visits Tracking System

**U**

UK ..... United Kingdom  
 UN ..... United Nations  
 UNAMSIL .... United Nations Mission to Sierre Leone  
 UNCIVPOL .. United Nations Civilian Police  
 UNOCI ..... United Nations Operations in Cote d'Ivoire  
 UNODC ..... United Nations Office of Drug Control  
 USINS ..... US Immigration and Naturalization Service

**V**

VANOC ..... Vancouver Olympic Planning Committee  
 VGT ..... Virtual Global Taskforce

**W**

WMD ..... Weapons of Mass Destruction

**Y**

YCJA ..... Youth Criminal Justice Act