



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada



A Report

on

Plans and Priorities

for

1999/2000 - 2001/2002

Royal Canadian Mounted Police

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Solicitor General of Canada

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The Commissioner's Message

The RCMP, as Canada's national police service, continues to be committed to enhancing public safety; I am pleased to submit this Report to Parliament, describing our plans and priorities to achieve this overall goal.

Modern institutions must keep pace with the changes surrounding them. The RCMP has embarked upon a journey of organizational renewal several years ago, to ensure the provision of effective response and indeed, to anticipate the needs of its broad client base. The years ahead signal continued alignment of the organization's priorities with those of government (and ultimately, of taxpayers), supported by the cultural and structural changes required in order to maintain the world class police service our communities have come to expect from the RCMP.

While our mandate is multidimensional, ranging from international, national and provincial roles to municipal policing, the delivery of our services is integrated. Our business lines cut across jurisdictions and with our many partners in the criminal justice system, we will continue to make good progress in the provision of seamless, client focussed service delivery.

The cornerstone of our strategic priorities is the combat against organized crime. The dark side of globalization facilitates the work of criminal organizations and we will act decisively, with our partners to counter this menace. Our strategies are predicated upon three building blocks; effective intelligence gathering, analysis and the sharing of information, a strong operational capability and finally, modern technologies. By helping Canada become a safer place to live, we are making an important contribution to the economic prosperity as well as the social cohesion of our country.

As Canada is becoming a more and more prominent player on the world stage, the role of the RCMP is also increasing with respect to peacekeeping and international police training. We are sought after because we represent the democratic values of Canada and also because of our high level of professionalism and integrity.

We will also continue our work on restorative justice, including activities that reach beyond the use of alternative measures within the aboriginal community. These measures hold the promise of reducing Canada's incarceration rate and promote the safe integration of offenders into our communities - - a goal that we share in common with our colleagues in the correctional system, as part of our commitment to work in greater partnerships within the criminal justice system.

Last but not least, we are joining the government-wide efforts with respect to Y2K readiness, not only in terms converting our own mission critical systems, but also with respect to contingency planning throughout the country.

The new millennium will bring many new challenges but I feel that the RCMP is well positioned for a continued leadership role within the police community, as we work toward the government's safe homes, safe streets agenda.

*J.P.R. Murray
Commissioner*

February , 1999

MANAGEMENT REPRESENTATION
Report on Plans and Priorities 1999-2000

I submit, for tabling in Parliament, the 1999-2000 Report on Plans and Priorities (RPP) for the Royal Canadian Mounted Police.

To the best of my knowledge the information in this Report accurately portrays the agency's mandate, plans, priorities, strategies and expected key results. It is also consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*. The information contained in this Report is comprehensive and accurate and is derived from sound underlying information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production. The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

J.P.R. Murray
Commissioner

February , 1999



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

Core Values: *Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by: Integrity; Honesty; Professionalism; Compassion; Respect; and Accountability.*

Our Vision is 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 and encourage team building, open communication and mutual respect.*
- % Promote safe communities.*
- % Demonstrate leadership in the pursuit of excellence.*

(Royal Canadian Mounted Police Mission, Vision and Values Statement)



II. DEPARTMENTAL OVERVIEW

A. Mandate, Roles and Responsibilities

The Royal Canadian Mounted Police is the Canadian national police service and an agency of the Ministry of the Solicitor General of Canada.

The RCMP is unique in the world since it is a national, federal, provincial and municipal policing body. It provides a total federal policing service to all Canadians and policing services under contract to the three territories, eight provinces (except Ontario and Quebec), over 200 municipalities and 168¹ First Nations communities.

The mandate of the RCMP is multi-faceted. It is to prevent and investigate crime, maintain order, enforce laws on matters as diverse as health and the protection of government revenues, to contribute to national security, ensure the safety of state officials, visiting dignitaries and foreign missions, and provide vital operational support services to other police and law enforcement agencies.

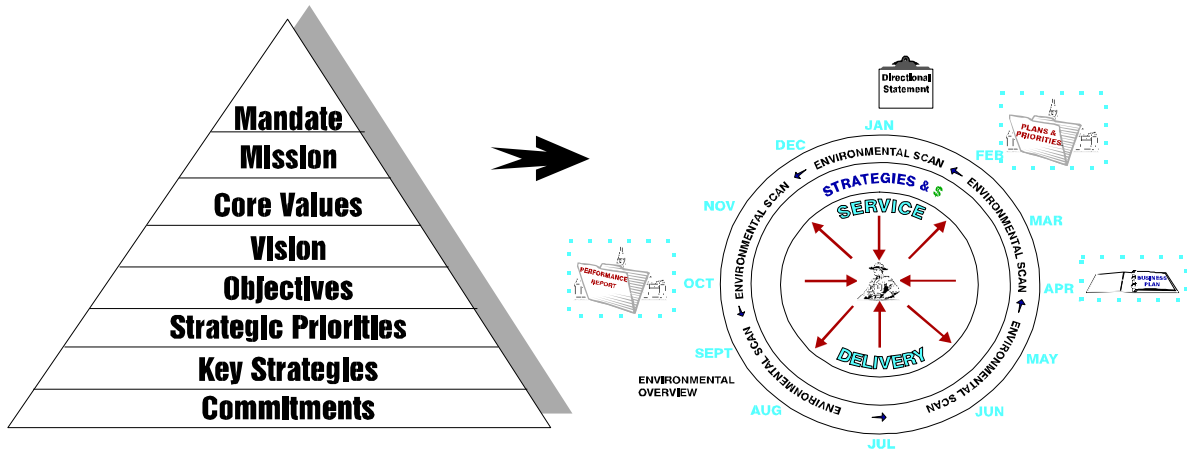
The authority and accountability for executing the requirements of the *RCMP Act* rest with the Commissioner who reports to the Solicitor General of Canada. The Commissioner is supported by four regional Deputy Commissioners, and one Deputy Commissioner at National Headquarters. In addition, there are 14 divisional commanding officers and a Commanding Officer Depot Division (the RCMP training facilities in Regina, Saskatchewan) and 15 program directors at National Headquarters.

The relationship between the mandate, mission, core values, vision, objectives of the organization, and other elements of the accountability and reporting cycle are shown in Figure 1.

¹ The RCMP was providing policing services to 168 communities as of November 5, 1998.



Figure 1: Planning, Reporting and Accountability Cycle



The Royal Canadian Mounted Police Business Lines

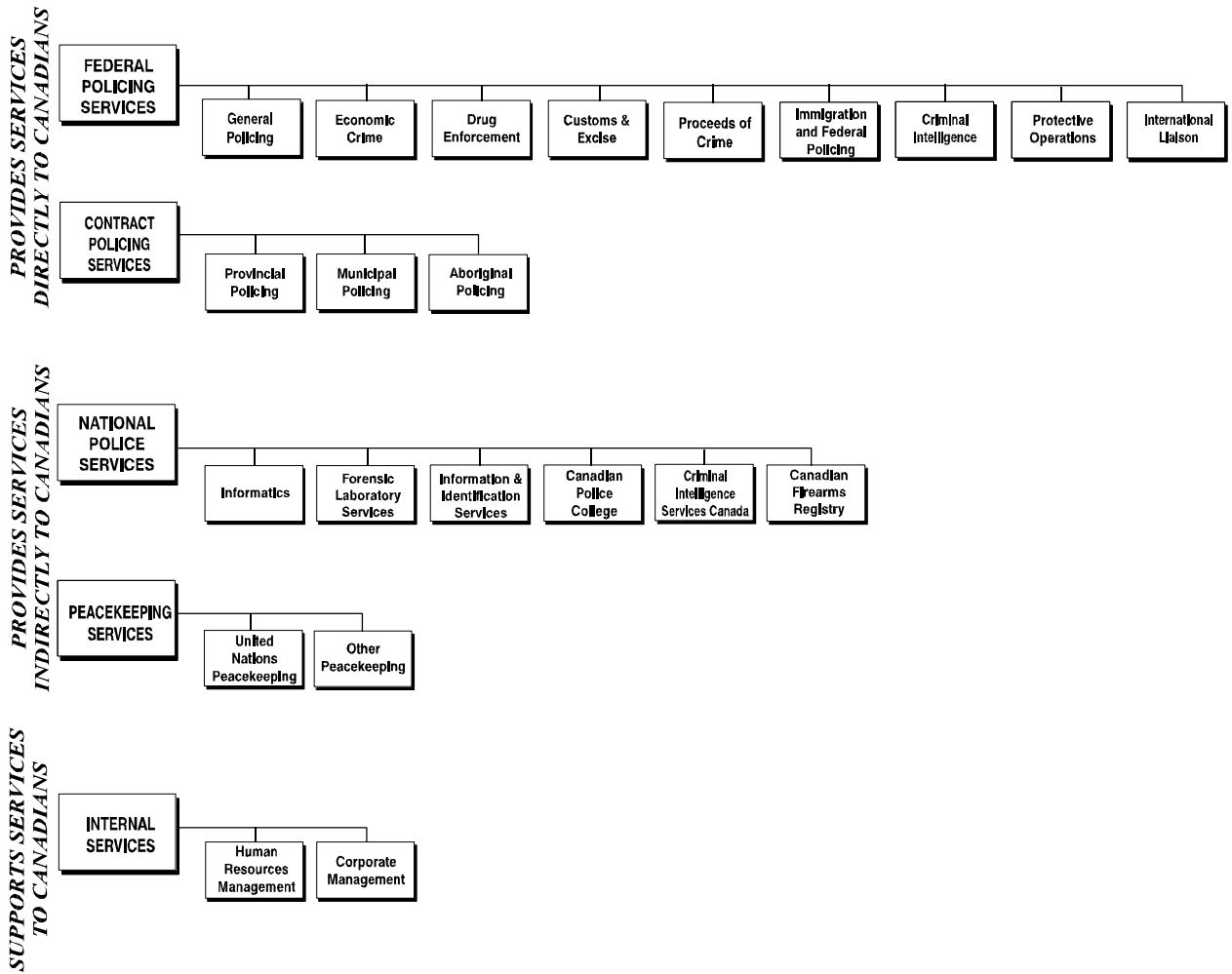
The RCMP has five business lines which contribute to the overall objective of safe homes, safe communities, each comprising a number of service lines. The plans and priorities of these business lines are described in this report. The business lines are:

- C Federal Policing Services
- C Contract Policing Services
- C National Police Services
- C Internal Services
- C Peacekeeping Services

“safe homes, safe communities”



Figure 2: RCMP Service Lines



“safe homes, safe communities”



B. Objective

The objective of the RCMP is to enforce laws, prevent crime and maintain peace, order and security. The RCMP is striving to achieve the following strategic priorities:


- C protect Canadians against organized crime;
- C protect Canadians from violent and youth crime;
- C provide aboriginal peoples with alternatives to the traditional criminal justice system;
- C provide policing services to support safe homes and safe communities;
- C provide law enforcement investigative tools and information; and
- C manage the effective and timely participation of Canadian civilian police in peacekeeping activities;

RCMP activities are guided by the six strategic priorities against which its performance is reported later on in the year. As can be seen from Figure 3, these priorities are aligned with those of the **Solicitor General's public safety priorities** which focus on combatting organized crime, ensuring effective corrections and engaging citizens. As well, the RCMP's priorities reflect those **Government-wide policy issues** that it shares with federal government partners as "horizontal" initiatives that were articulated in the September 1997 Speech from the Throne, especially that of "Building Safer Communities".

While the six priorities are addressed through five business lines, implementing each priority usually involves more than one of the business lines. This makes them interdependent at the operational level, reflecting the complex nature of everyday policing. However, services to aboriginal peoples, maintaining order, preventing or reducing violent crime and youth crime are largely met through the provision of contract policing services. National Police Services supports all business lines by providing vital operational support to the RCMP and to other Canadian law enforcement agencies. As well, the strategic priorities are addressed with co-delivery partners consisting of federal, provincial and territorial government departments, and agencies, as well as communities, local groups and organizations. Further, the RCMP works in partnership with Canadians in general, who are entitled to policing services as citizens while, at the same time, they fulfill their own responsibilities as Canadians.



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

GOVERNMENT'S 1997 SPEECH FROM THE THRONE PRIORITIES ¹	SOLICITOR GENERAL'S PUBLIC SAFETY PRIORITIES ²	RCMP STRATEGIC PRIORITIES - to provide Canadians with...	RCMP BUSINESS LINES	KEY PARTNERS IN SERVICE DELIVERY
Building a Stronger Canada	Combatting Organized Crime	Protection against organized crime	FEDERAL POLICING SERVICES	Solicitor General Canada,³ Justice Canada, Revenue Canada, Human Resources Development Canada, Dept. of National Defence, provincial governments, Canadian law enforcement agencies.
Investing In Children 	Ensuring Effective Corrections	Policing services to support safe homes and safe communities	CONTRACT POLICING SERVICES	
Investing in Quality Care & Good Health	Engaging Citizens	Protection from violent crime and youth crime		NATIONAL POLICE SERVICES
Building Safer Communities		Alternatives to the traditional criminal justice system for aboriginal peoples	PEACEKEEPING SERVICES	
Creating Opportunity for Young Canadians		Law enforcement investigative tools and information		Solicitor General Canada, Canadian law enforcement agencies, provincial governments.
Investing In Knowledge and Creativity		Civilian police for peacekeeping missions	Solicitor General Canada, Dept. of Foreign Affairs and International Trade, Canadian International Development Agency, Dept. of National Defence, Canadian police forces.	
Expanding Opportunities in Aboriginal Communities				
Looking Outward Celebrating the Millennium				

1. "Building Safer Communities" applies in particular to the Ministry portfolio, although others are also relevant.

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

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

C. Operating Environment

There are many external factors that influence the RCMP. The Force must be conscious of the challenges and opportunities that these environmental forces present in carrying out its work in general and in addressing its strategic priorities in particular. All business lines are influenced by several key factors such as:

External Factors: The major threats, opportunities and challenges that are present in the environment within which the RCMP operates are as follows:

<p>Shifting Demographics</p> <ul style="list-style-type: none"> C An aging society fostering vulnerability of the elderly and may result in rising incidents of elder abuse. C Increased cultural diversity, through immigration, may create increasing opportunities for competing ethnic conflicts. C A higher than average growth rate of the aboriginal population, may lend urgency to aboriginal justice matters. C Significant youth unemployment may be leading to their participation in urban street gangs which are linked to illegal activities. 	<p>Crime Trends</p> <ul style="list-style-type: none"> C Many organized crime groups are international and complex in nature which have an impact on investigative costs. C The incidence of white collar crime is increasing, particularly in the areas of telemarketing scams and cyber fraud, credit card forgeries, bogus investment schemes, and employee theft. C There is continuing public concern with personal safety, including violent crime, youth crime, family violence, and hate crime. C Organized international crime will increase within a borderless world and globalization and technological advances will facilitate the work of criminal networks. C Organized crime is expected to be associated with the diamond industry in the Northwest Territories.
<p>Legislative Changes</p> <ul style="list-style-type: none"> C Trends in recent court cases and investigative boards are increasing the complexity of police investigations. 	



Changing Social Values and Societal Expectations

- C Canadians continue to press for effective independent reviews and scrutiny of legislation, policies and practices of the criminal justice system.
- C Public expectation of the police role is directed towards efforts towards preventing and reducing particularly violent crime, family violence, violence against women, hate crime and youth crime.
- C Public concern with the accountability of government institutions is growing.

Political Factors

- C Given the existence of outstanding land claims and other grievances, there could be unrest in the aboriginal community.
- C The police must respond to new requirements such as the Firearms Legislation, international frauds and telemarketing, investigations of money laundering.
- C Due to the Canadian government’s continuing participation in international initiatives to re-establish democracies and peace in foreign countries, there will be a requirement for civilian police participation in peacekeeping efforts which will be an important part of Canada’s commitments abroad.
- C Government fiscal policy continues to be tight and public agencies, including the police, are still faced with the necessity to reduce expenditures.

Economic Climate

- C Growth in the legitimate economy may also be accompanied by a growth in economic crime, particularly in organized crime.
- C Policing services will continue to be adversely affected by resource constraints.

Technology

- C The DNA data bank will provide police with a valuable tool for solving crimes and gaining convictions.
- C The “Year 2000” conversion continues to be a challenge.
- C Increasingly complex criminal networks and activities are demanding innovative technological responses .



Internal challenges also have an impact on the delivery of RCMP services across the business lines. These factors include:

- C the creation of the Alignment Task Force to align the RCMP systems and processes;
- C continuing efforts to produce cost-savings, management efficiencies and alternative service delivery;
- C strong participation in support of horizontal issues across government and the portfolio;
- C continuing efforts to implement measures reflected in the government Quality Service Initiative into the service delivery mechanisms of the RCMP, through community policing;
- C continuing efforts to develop sound performance indicators as part of government-wide efforts to demonstrate value for money and accountability;
- C continuing efforts to consolidate the regionalisation of service delivery, the realignment of business lines and strategic priorities;
- C identifying sources of future funding for the integration of police information reporting systems;
- C finding new innovative and effective measures to combat crime, building on initiatives such as DNA, Firearms Registry and IPOC (Integrated Proceeds of Crime Unit);
- C beginning preparations for the next review of the contract cost base in 2002; and
- C further advancing human resources development such as the development of the Job Classification Instrument for regular and civilian members and the Employee Continuous Development Program (ECDP).

The operating environment of the RCMP presents complex challenges to public safety. The RCMP will continue to ensure it is a world-class police organization that has the appropriate capacity (financial, technological and skill-based) to meet these challenges by:

- C enhancing the seamless delivery of services through its Business Lines;
- C maximizing the value derived from the integration of federal, contract and national police services;
- C providing a multi-jurisdictional approach that is made possible by its national infrastructure; and
- C developing new partnerships with federal, provincial and territorial government departments and agencies, other law enforcement agencies, as well as communities, local groups and organizations.

This approach will allow the RCMP to serve its communities, fulfill its federal mandate, and advance



the federal government's public safety commitments and related social policy and law enforcement priorities, thereby contributing to national unity and the social cohesion of Canada.

D. Financial Spending Plan

Figure 4: Financial Spending Plan

(\$ millions)	Forecast Spending 1998-99*	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending:				
Federal Policing Services	517.8	519.1	525.6	511.3
Contract Policing Services	1,059.3	1,078.0	1,088.6	1,086.9
National Police Services	218.3	196.1	190.9	192.0
Internal Services	188.9	169.4	166.0	158.8
Peacekeeping Services	0.6	0.7	0.7	0.7
Total	1,984.9	1,963.3	1,971.8	1,949.7
Less: Revenue Credited to the Vote	764.2	775.3	785.9	783.3
Net Program Spending	1,220.7	1,188.0	1,185.9	1,166.4
Less: Revenue Credited to the Consolidated Revenue Fund	18.0	18.0	18.0	18.0
Plus: Non-budgetary	0.0	0.0	0.0	0.0
Plus: Cost of Services Provided by other Departments/agencies	79.9	73.0	73.8	73.4
Net Cost of the Agency	1,282.6	1,243.0	1,241.7	1,221.8

* Reflects best forecast of the total planned spending to the end of the fiscal year.



III. PLANS, PRIORITIES AND STRATEGIES

A. Summary of Priorities and Expected Results

Figure 5 below provides a summary of the RCMP's strategic priorities and expected results for 1999/2000 to 2001/2002, which were part of the Chart of Key Results Commitment in the President's Report Managing for Results, Annex B.

To provide Canadians with:	As demonstrated by the following key results commitments
protection against organized crime	<ul style="list-style-type: none"> U a reduction in the economic incentive for enterprise crime U a contribution to increase in tax revenues U a contribution to reducing opportunities for transborder crime U a contribution to a decline in the supply of and demand for illicit drugs U a contribution to a reduction in economic crime U enhanced quality of criminal intelligence and information U effective protection and security for Canadian and foreign dignitaries U effective international liaison and overseas activities
protection from violent and youth crime	<ul style="list-style-type: none"> U a contribution to a downward trend in the level of violent crime U a contribution to a downward trend in the level of youth crime U a contribution to people's increased sense of safety
alternatives to the traditional criminal justice system for aboriginal peoples	<ul style="list-style-type: none"> U policing approaches that are responsive to the needs and culture of aboriginal communities (including arrangements for policing services in the new Nunavut Territory)

"safe homes, safe communities"



<p>policing services to support safe homes and safe communities</p>	<ul style="list-style-type: none"> U a contribution to a downward trend in the level of overall crime U a contribution to a downward trend in the level of property crime U a contribution to increased road safety U a reduction in the level of public complaints found justified against RCMP employees U increased satisfaction levels of clients and partners with RCMP services
<p>law enforcement investigative tools and information</p>	<ul style="list-style-type: none"> U nation-wide client access to the RCMP's second generation DNA reporting service and databank U enhanced client access to the RCMP's criminal history, fingerprint and firearms records U effective and timely sharing of high quality criminal intelligence on organized crime U enhanced advanced training, research and library information services
<p>civilian police for peacekeeping missions</p>	<ul style="list-style-type: none"> U timely and cost-effective provision of civilian police personnel for peacekeeping and other missions, in fulfilment of Canada's international commitments U satisfaction of the international authority for civilian peacekeeping and other missions to whom the RCMP is accountable U enhancement of Canada's international reputation



B. Details by Business Lines**1. FEDERAL POLICING SERVICES****Planned Spending**

Federal Policing Services				
	Forecast Spending 1998-99	Forecast Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending	517.8	519.1	525.6	511.3
Revenues	0.3	3.2	2.7	0.0
Net Program Spending	517.5	515.9	522.9	511.3

Business Line Objective:

Federal Policing Services objective is to provide policing, law enforcement, investigative, technical and protective services to the federal government to assist in the protection of public health and safety, the environment, trade and commerce, revenue collection, national security, foreign missions and state officials.

Service Lines within Federal Policing Services:

General Policing service line maintains a variety of technical services aimed at providing investigative support services to Canadian law enforcement agencies, including such measures as the profiling of unknown offenders, indirect personality assessment, crime scene analysis, geographic profiling of crimes, polygraph examinations, maintenance of lawful access to information and communications needed to ensure public safety and security, correlation and dissemination of information on criminal acts involving explosives, and the Violent Crime Linkage Analysis System (ViCLAS). It also includes the RCMP's Air Services which provide quick access to remote communities in direct support of the Force's law enforcement and public safety activities.



Economic Crime objective is to enforce laws and prevent crimes of commerce in areas such as commercial fraud, theft, criminal breach of trust, bankruptcy and insolvency, securities fraud, corruption of public officials, and frauds against the federal government. Economic Crime also enforces laws and prevents technological crimes including computer crime, theft of telecommunications and the counterfeiting of currency and credit, debit and smart cards. The area of cybercrime is becoming a global problem and its resolution will present a challenge.

Drug Enforcement objective is to contribute to a decline in illicit drug supply and demand. This is accomplished through the investigation of offences related to the importation, exportation, production, trafficking, and possession of controlled drugs and substances and the reduction of the demand for drugs through education and awareness programs. In addition, drug enforcement is included in the RCMP's mandate under municipal and provincial contracts.

Customs and Excise enforces laws within Canada and along the Canadian/United States border, in conjunction with clients, partners and the community. These activities include: the international movement of dutiable, taxable, prohibited or controlled goods; the manufacture, distribution or possession of contraband products including tobacco and spirits; the illicit traffic of critical high technology and strategic goods; and the enforcement of acts or regulations that impose non-tariff (permit) controls on the international movement of commodities.

Proceeds of Crime (POC) objective is to disrupt criminal organization on a national and international level by identifying, restraining and forfeiting illicit and unreported wealth accumulated through criminal activity by investigating and prosecuting offenders.

Immigration and Federal Policing objective is to develop proactive initiatives to provide service to client government departments and the general public in the enforcement of the *Immigration Act*, the *Citizenship Act* and the investigation of passport violations under the *Criminal Code*.

Federal Policing objective is to investigate or assist in the investigation of 187 federal statutes in areas such as environment and wildlife, public safety, consumer protection, and financial loss to the government².

Criminal Intelligence objective is to provide a national program for the management of criminal information and intelligence in order to enable the RCMP to detect and prevent crime that has an organized, serious or national security dimension in Canada, or internationally.

² For further information, please refer to page 49.



Protective Operations objective is to provide security for the Prime Minister and his family, and to ensure security for certain government dignitaries, government property, Internationally Protected Persons and their residences and major events. World events have had a significant impact on the costs to provide protective security in Canada or for foreign travel by Canadian dignitaries. Canada also hosts various international conferences/summits (e.g., APEC, La Francophonie) that are major undertakings for the RCMP in terms of both human and financial resources.

International Liaison has a twofold objective. The liaison program provides a Canadian link with foreign enforcement agencies for the exchange of information relative to the interdiction of international criminal activity and the maintenance of law and order in Canada. It also provides training assistance to foreign countries through a variety of initiatives such as cost sharing with the host country or through funding received from other agencies for special projects. Interpol provides a support and assistance service to all Canadian law enforcement agencies which require criminal information or assistance from foreign governments to further Canadian investigations or legal proceedings.

Key Plans and Strategies for Federal Policing Services:

Strategic Priority: To provide Canadians with protection against organized crime.

The fight against organized crime is part of the Government's commitment to "safe homes, safe streets". The RCMP strategies are aligned with the Solicitor General of Canada's Public Safety priority and contribute to the emerging national strategy on organized crime.

Organized crime demands specific and focused responses with strong national arrangements to deal with the problem efficiently and effectively to make Canada a vital international partner.

The RCMP uses several key strategies to combat organized crime, either focussing on illegal activities (illicit commodities and services) or by focussing on people (criminals and their organizations as well as on victims and potential victims), including:

- **targeting the supply** of illicit goods and services (i.e., supply reduction) through interdiction, closing off opportunities for crime, disrupting specific criminal activities and locations (e.g., our borders) and by addressing new and innovative criminal activities (e.g., telemarketing);
- **targeting the suppliers** of illicit goods and services through a focus on the upper ranks of criminal organizations by long-term intelligence-gathering and investigations;
- **promoting a reduction in the demand** for illicit goods and services through public education and prevention;
- **targeting the incentives** for crime (i.e. motivation reduction) by removing the profits of



- criminal activities;
- **forming strategic regional, national and international partnerships** with other law enforcement agencies, other government agencies and the private sector; and
- **producing and disseminating timely, tactical and strategic intelligence** on criminal acts, individual criminals and criminal organizations.

To implement these strategies, a range of law enforcement and related tools are used, with our partners, to pursue the common goal of combatting organized crime:

- **legislative instruments** (e.g., *Criminal Code*) - with Justice Canada, Solicitor General Canada and other federal departments;
- **financial measures** (e.g., duties, taxes) - with Department of Finance, Revenue Canada;
- **intelligence gathering and sharing** - with Criminal Intelligence Service Canada, Canadian Security Intelligence Service, Canadian law enforcement agencies;
- **public education and information** - with Health Canada, Citizenship and Immigration Canada;
- **physical surveillance** - with Department of National Defence, Revenue Canada, Immigration and Citizenship Canada; and
- **information technologies** - with law enforcement partners linked to our National Police Services.

The RCMP is striving to achieve **the protection against organized crime strategic priority** through the following initiatives.

T Economic Crime Enforcement

Economic crime is becoming a target growth area favoured by organized crime which is attracted by the huge profit potential and low risk of being caught. This is facilitated by the involvement of highly educated people, by new technologies and by a borderless world. Developments include a rapid growth in fraudulent telemarketing, the development of “virtual stock exchanges” on the Internet. Further, the international community is now pressuring all countries to develop and enforce laws related to economic crime, corruption, and the virtual trading of securities.



New activities and plans for 1999/2000 include:

- C working with federal partners on the development of legislation regarding corruption of foreign public officials;
- C providing public information and awareness materials designed to publicize and prevent fraudulent telemarketing and other financial frauds, including those on “virtual stock exchanges” on the Internet;
- C with the participation of other law enforcement regulatory agencies and the private sector, developing a coordinated national strategy to combat fraudulent telemarketing and other aspects of financial crime, including virtual securities trading;
- C developing and maintaining a central repository and analysis capability for public complaints about fraudulent telemarketing and other financial crimes; and
- C developing coordinated enforcement through joint task-force strategies to combat fraudulent telemarketing and other financial crimes.

The high-technology aspect of Economic Crime, as a fast growing and emerging trend, also encompasses computer crime, telecommunications fraud, currency counterfeiting, and activities on the Internet. Accordingly, our plans include:

- C participating in the development of a Canadian national infrastructure protection centre, which combines the efforts of law enforcement, security & intelligence, and private sector communities;
- C exploring the development of a Service Line to address the impact of technologies on all levels and activities of Canadian law enforcement with emphasis on combatting organized crime;
- C working towards delivering a cohesive, national law enforcement response in support of the commitments made to the G7 by Canadian Ministers, e.g. 10-step Strategic Action Plan on “High Technology” crime signed in Washington on December 10, 1997; this includes expanding internationalefforts in concert with the Department of Justice regarding trans-border search & seizure of electronic data;
- C enhancing the Counterfeit Analysis Project (CAP) to conduct strategic and tactical analyses of counterfeit banknote passings in Canada, increasing our efforts in educating Canadians about their currency and its security features and, in collaboration with the Bank of Canada, releasing a new training video and promoting greater use of the RCMP Web site to publish descriptions of prolific counterfeit banknotes;



- C continuing our participation in the G7 Working Group on International Organized Payment Card Crime focussing on international co-operation and the harmonization of criminal laws related to counterfeit payment cards;
- C developing partnerships with technology development corporations, expanding co-operative efforts with law enforcement, security and intelligence, and other government agencies in Canada and abroad, as well as expanding existing co-operative efforts with domestic and private sector industry groups; and
- C developing a response to emerging technological advancements and their exploitation by organized crime groups in “e-cash,” “e-commerce,” virtual banking, electronic espionage and theft of proprietary information, cryptography, etc.

T Drug Enforcement

The Drug Enforcement objective is to contribute to a decline in the illicit drug supply and demand. The supply reduction is accomplished through the investigation of offences related to the importation, exportation, production, trafficking and possession of controlled drugs and substances and the demand reduction through education and awareness initiatives. Drug trafficking is one of the most profitable of criminal activities and hence attractive to organized crime. The RCMP will continue to investigate this type of crime by working jointly with other agencies, both foreign and domestic, especially for activities such as intelligence gathering and the surveillance and interception of drug trafficking aircraft and ships.

Specific plans for 1999-2000 include:

- C pursuant to Canada’s Drug Strategy, seeking a better balance between drug supply reduction through enforcement activities and drug demand reduction through prevention and public educational initiatives, especially those directed towards youth and those which stress the negative impact of drug abuse;
- C developing ways of addressing the growing problem of drug-impaired driving;
- C implementing the Canada's Drug Strategy approach of diverting lower level drug offences and abusers toward treatment and rehabilitation as well as pushing for access to the social network that enables them to avoid the environment that contribute to drug abuse;



- C shifting the law enforcement balance further towards a smaller number of large seizures that implicate high level criminals involved in drug trafficking rather than larger numbers of small seizures at the street level;
- C providing expanded training as well as promoting and expanding the use of the Pipeline/Convoy/Jetway program to help produce more efficient law enforcement against persons who carry out contraband smuggling; and
- C following an internal review of the program, achieving greater efficiencies and effectiveness from merging and relocating many small anti-drug units.

T Anti-Smuggling Initiative (ASI)

Despite success in removing small and medium-level smuggling activity, larger sophisticated criminal organizations continue to successfully engage in the smuggling and distribution of contraband goods including tobacco, alcohol, jewellery and firearms. The ASI program plans for investigating organized criminal smuggling groups and protecting Canada's international borders include:

- C in anticipation of a planned reduction in funding to 65 per cent of 1996/97 levels, plans are underway to realign 1999/2000 resources to address our organized crime responsibilities;
- C implement improved performance indicators to monitor and evaluate progress and demonstrate the concrete benefits of the program; and
- C developing and delivering a proactive demand-reduction program in relation to smuggling.

T Proceeds of Crime (POC)

The Proceeds of Crime initiative combines existing RCMP resources with those from Canada's Drug Law Enforcement and Control Strategy for anti-drug profiteering and from the National Action Plan to Combat Smuggling. Investigations are undertaken through a multi-disciplinary interdepartmental team approach involving investigators, forensic accountants and prosecutors. Thirteen Integrated Proceeds of Crime (IPOC) units are located in the major centres across Canada.



Proceeds of Crime enforcement provides input to developing specific legislation, such as Bill C-95, *an Act to amend the Criminal Code (criminal organizations) and to amend other acts in consequence* which is an important tool to prevent and deter criminal activity by organized criminal gangs and their members. It will assist law enforcement partners with investigating, prosecuting and forfeiting the proceeds of organized criminal gang activity. Plans to further improve our ability to trace and freeze crime assets include:

- C working with our federal partners to enact legislation for Mandatory Suspicious Transaction Reporting (MSTR), Cross Border Currency Reporting (CBCR) and a National Financial Intelligence Unit (FIU), which would also assist Canada in meeting its international commitments associated with members of the G7 and the Financial Action Task Force.

T Immigration Enforcement

International political and economic conditions have led to an increase in the number of refugees seeking sanctuary in countries like Canada, which are governed by democratic values and demonstrate economic stability. This global phenomenon has encouraged organized crime groups involved in traditional criminal activities to become involved in smuggling illegal aliens for profit.

Plans include the following activities to address this area of criminal activity:

- C Making greater efforts at formulating international partnerships which will aid in our efforts at halting illegal migration abroad before they embark for Canada;
- C Seeking ways of improving the detection of fraudulent documents produced by increasingly sophisticated technologies, as well as seeking ways of affording these technologies;
- C Reallocating program resources to geographical areas to address higher priorities and growing needs; and
- C Working with Citizenship and Immigration Canada to develop appropriate legislation to facilitate more effective enforcement of the Immigration Act and to combat organized crime.



T Federal Enforcement

In concert with partners, clients and communities, the Federal Enforcement program is aligning its resources to ensure the delivery of an efficient, effective and seamless national federal policing service relative to the four priority areas of public safety, consumer protection, environmental law enforcement and financial loss to the Government. Investigative priorities to combat organized crime include such initiatives as raising the profile concerning the globalization of copyright infringement and environmental law enforcement.

Plans include the following steps designed to address the noted priority areas as well as numerous other federal statute responsibilities:

- C strengthen our cooperative and coordinating role with other federal departments and agencies involved in the enforcement of federal statutes and the development of appropriate legislation;
- C develop new and stronger relationships with other stakeholders in the private sector who have a vested interest in the enforcement of federal law; and
- C develop new partnerships within the international environmental community in support of training initiatives to assist the enforcement of environmental laws world wide.

T Criminal Intelligence Program

The investigation of criminal offences relating to organized crime and national security as well as the maintenance of the national Threat Assessment Program are components of the RCMP's Criminal Intelligence program. The RCMP's national security response, investigative and counter-terrorism capabilities have been enhanced with the recent establishment of National Security Investigation Sections at 10 designated international airports across Canada. These units now function in cooperation and partnership with the RCMP's law enforcement partners.

Plans for specific activities during 1999/2000 include:

- C strengthening existing domestic and international partnerships and forging new partnerships, including those with the private sector;
- C increasing partner participation in RCMP intelligence related training courses, including staff under the command of the Department of National Defence (Canadian Forces Provost Marshal);



- C improving the capabilities of the RCMP's two national program data bases, the National Criminal Data Bank (NCDB) and the Secure Criminal Information System (SCIS), so as to improve the timely production and effective sharing of tactical and strategic criminal intelligence within the RCMP and in support of our law enforcement partners; and
- C improving our liaison, co-operation and information sharing with our consumers and clients in the law enforcement community.

T Protective Operations

The responsibility for the provision of protective policing and security services at Canada's international airports has been transferred to airports authorities at Vancouver, Edmonton, Calgary, Winnipeg, Toronto, Ottawa, Mirabel and Dorval International Airports.

The RCMP has remained at Vancouver and Edmonton International Airports under enhanced provincial/municipal contract agreements, as the RCMP is the police service of local jurisdiction.

- C At the Montreal International Airport (Mirabel/Dorval), a contract agreement for the RCMP is being finalized to provide specialized policing services.
- C Transport Canada continues to operate Halifax International Airport and the RCMP provides certain specialized protective policing services as part of their federal protective policing and security program. Transport Canada anticipates that this airport will be transferred to the local airport authority in mid 1999. In the near future, the RCMP (Municipality of Lower Sackville), as the police service of local jurisdiction, will enter into negotiations with the local airport authority for the continuation of protective policing/law enforcement services under a provincial/municipal contract agreement.

Plans for specific activities during 1999/2000 include:

Canada hosts various international events. The RCMP is responsible for the security arrangements to ensure the safety of all sites and participants. Upcoming events include:

- C Francophonie Summit in Moncton, New Brunswick
- C Pan Am Games in Winnipeg, Manitoba



Results Expectations for Federal Policing Services:

Expected results	Indicated by
Reduction in the economic incentive for crime	Indicated by trends in the value of assets seized under the Proceeds of Crime (POC) and Integrated Proceeds of Crime (IPOC) programs
Contribution to increases in tax revenues	Indicated by trends in the value of assets seized under the Anti-Smuggling Initiative (ASI) (e.g., monies, property, all types of vehicles, drugs, contraband goods) and by increases in federal and provincial tax revenues
Contribution to reducing opportunities for transborder crime	Indicated by trends in organized illegal entries into Canada, alien smuggling organizations, suppliers of forged travel documents and counterfeiters of currency and negotiable instruments
Contribution to a decline in the supply of and demand for illicit drugs	Indicated by concentrating enforcement efforts toward organized crime, preventing large drug shipments from entering Canada, and by trends in participation in drug prevention programs for awareness and education
Contribution to a reduction in economic crime	Indicated by trends in successful investigations and arrests for white collar crime in areas such as corporate crime, corruption, telemarketing fraud, securities and stock market fraud, computer crime and telecommunications fraud
Enhanced quality of criminal intelligence and information	Indicated by satisfaction of key partners and clients of the RCMP's Criminal Intelligence Program
Effective protection and security for Canadians and foreign dignitaries	Indicated by a record of visits and events occurring without incident
Effective international liaison and overseas activities	Indicated by improved international cooperation with foreign police agencies and governments, and by increased involvement of Canadian police departments in the Interpol Program



2. CONTRACT POLICING SERVICES

Planned Spending

Contract Policing Services				
	Forecast Spending 1998-99	Forecast Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending	1,059.3	1,078.0	1,088.6	1,086.9
Revenues	756.9	765.2	776.3	776.3
Net Program Spending	302.4	312.8	312.3	310.6

Business Line Objective:

Contract Policing Services business line objective is to ensure safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Quebec and Ontario) and two territories through cost-shared policing service agreements with federal, provincial, territorial, municipal, and aboriginal governments

Federal Benefits from Contract Policing:

The federal government gains certain benefits from the RCMP providing policing services under contract to the provinces, municipalities and territories. Firstly, the RCMP is a symbol of national unity and social cohesion given its presence throughout Canada. Additionally, it provides a national infrastructure to deliver federal programs and advance law enforcement priorities of the federal government across the various jurisdictions as a seamless police service comprised of a pool of redeployable, highly skilled, non-unionized police personnel ready to respond to emergencies. The RCMP provides a federal presence and program delivery in remote areas while maintaining its cultural sensitivity, making it well suited to work with racially diverse communities. Overall, the RCMP has a positive influence in maintaining a national standard of policing for the Canadian public.



Service Lines within Contract Policing Services:

Provincial and Municipal policing objective is to deliver quality service through community policing. Services include crime prevention, order maintenance, traffic enforcement, Criminal Code enforcement and emergency services.

Aboriginal Policing objective is to deliver policing services to aboriginal peoples through federal, provincial and First Nations Community Tripartite Agreements or through contracts between the federal government and the RCMP.

Key Plans and Strategies for Contract Policing:

Strategic Priorities: To provide Canadians with

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

With quality service delivered through community policing now well established as the main strategy to achieve the strategic priority of *safe homes, safe communities*, the organizational culture of the RCMP has changed significantly over the past few years, and continues to evolve. Most employees are oriented towards both reactive and proactive ways of solving and preventing local crime problems in partnership with communities they serve. As a result, everything the RCMP does focuses on consulting with its clients and stakeholders, forming partnerships with its communities and local agencies, empowering the front line of service delivery, and mobilizing community and other resources to supplement our own resources. By listening to its clients and partners, the RCMP policing services delivered under contract with provinces and municipalities are better tailored to the needs and priorities of each community. Service delivery mechanisms and best practices allow the RCMP to continuously improve the quality of the service it provides.

The RCMP currently uses several key reactive and proactive strategies in delivering policing services to the public, including:

- reducing crime and deterring further crime through law enforcement
- preventing crime by solving common underlying problems
- delivering restorative justice measures
- diverting young offenders from the formal criminal justice system

“safe homes, safe communities”



- softening the impact on victims
- targeting high risk offenders to prevent re-offending or “recidivism
- forming partnerships.

The RCMP is striving to achieve the following strategic priorities through different initiatives.

a) Protection from violent and youth crime

While official statistics show that crime has remained relatively constant in recent years, and the incidence of violent crime has decreased over the past five years, Canadians continue to be concerned about crime. The role of the police is to protect as well as provide the community with education, communication and training programs designed to prevent and reduce acts of violence.

The RCMP is involved in supporting a number of initiatives designed to make communities safer:

- C the introduction of gun control to prevent violent crime, and
- C the creation of a DNA data bank to aid in the identification of violent criminals to provide the police with additional tools to combat violent criminal activity.

The RCMP five-year strategic plan includes:

- C the Reduction of Violent Crime and Youth Crime The RCMP is committed to ensuring that Canada remains a place where Canadians feel secure in their homes and on the streets of their communities. The strategy for preventing and reducing violent and youth crime is aimed at dealing with community perceptions by conducting extensive consultations with governments, agencies and communities. The success of the strategy is contingent on a balance of crime prevention as well as the traditional legal responses. Plans include educational, marketing and communications strategies to promote service delivery to youth.

Other community-based crime prevention programs which will continue are the school liaison program and drug awareness programs. Alternative justice options such as youth diversion programs are being explored as ways of reducing the impact of the formal system on youth at risk.

The RCMP is one of the seven federal government agencies funded to address the problem of family violence, particularly as it relates to women and children, and to develop national and international strategies to deal with sexual exploitation of children.

The RCMP will consider the recommendations developed by the Commissioner’s Youth Advisory

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Committee in the formulation of its youth crime programs.

b) Alternatives to the traditional criminal justice system for aboriginal peoples

In the spirit of creative cooperation, the RCMP is working with Aboriginal people, communities and other government departments to initiate ongoing strategic responses to social and justice issues affecting Aboriginal communities.

T Aboriginal Justice Initiative

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

The RCMP is supporting the Department of Justice in continuing the Aboriginal Justice Initiative (AJI). Strategies include restorative justice approaches, Community Justice Forums, partnerships with aboriginal communities, cultural awareness and spirituality, healing and sentencing circles, recruiting more aboriginal persons into the RCMP.

c) Policing services in support of safe homes and safe communities

T Restorative Justice

Restorative justice offers an alternative to the traditional justice system. Although not appropriate in every instance, it offers the base for a justice process which is flexible, responsive and accountable to the community. Restorative justice actively involves victims and offenders in the process of repairing harm and healing. The RCMP is championing restorative justice and in particular community justice forums as part of the community policing philosophy.

T Five-Year Contract Review of Cost Base

A review of the first five years of the 20-year Police Service Agreements with eight provinces and two territories was completed on March 31, 1997. No significant changes were made to the cost base. The next review is scheduled for 2002.



T New Models of Administering Policing

The *district policing model* has been developed to better respond to the needs of demographically similar and adjacent communities. Developed by the RCMP in New Brunswick, this model is a streamlined organizational arrangement which groups a number of detachments into a “district”. The result is more effective and efficient delivery of provincial contract policing services.

A *cost-effective model of policing* has been developed in Saskatchewan, with the removal of the sub-division level of administration. Similar strategies are being adopted in British Columbia, Alberta, Newfoundland, Nova Scotia and Manitoba.

T Nunavut Contract Policing Services

The new Nunavut Territory is to be created in 1999. The RCMP is presently working in developing a new model for the delivery of police services in the Nunavut Territory. The federal government signed an agreement on August 31, 1998 with the Nunavut Interim Commissioner. This agreement for the RCMP to provide policing services in Nunavut is to commence on April 1, 1999

T Protection for Sexually Abused and Exploited Children and Youth

Canadians are deeply concerned about the need to provide better protection for sexually abused and exploited children and youth. This strongly held concern is national in scope and cuts across all social, religious and political boundaries.

In November 1997 the Canadian Association of Chiefs of Police (CACCP)/Solicitor General Canada A-*Agenda for Action-A Conference on the Sexual Exploitation of Children* clearly articulated five critical points needed to combat this insidious social problem:

- increase public awareness;
- improve training for professionals;
- initiate appropriate changes to the **Criminal Code**;
- seek appropriate funding from public and private partnerships;
- work with victims’ groups to better serve their needs.



The RCMP, in partnership with the CACP, is pursuing proactive initiatives intended to raise the awareness and concern within the Canadian law enforcement community, political leaders and the general public about the extent of a very brutal crime victimizing the most vulnerable component of our society: our children.

In support of these efforts, the CACP and the RCMP are working together to formulate policy options for a coordinated national law enforcement strategy designed to combat the sexual victimization of children, without compromising existing efforts of individual jurisdictions. There is a joint effort being made to improve the relationship such as the sharing and disseminating of domestic and international intelligence; the coordination of undercover operations, especially as they relate to the Internet; the development of a national standard on effective practices regarding community notification and suitable specialized training measures for the Canadian law enforcement community.

T Community Suicide Intervention/Prevention Program

The RCMP Community Suicide Intervention/Prevention Program was developed to confront the growing problem of suicide which is particularly impacting on aboriginal communities. The RCMP facilitates workshops for participants to gain an understanding of their own attitudes toward suicide, how to recognize and assess the risk of suicide, effective intervention techniques, as well as to identify community resources for caregivers and community members.

Plans for specific activities during 1999/2000 include the following:

- C Automated public complaints information systems have been implemented in British Columbia and Alberta. These two jurisdictions account for approximately 63 per cent of the public complaints, reflecting 41.7 per cent of the total number of RCMP employees. While full statistics are not yet available consistently across the country, efforts are being made to implement a more user-friendly automated Public Complaints Reporting System.
- C The free and safe movement of Canadians, their vehicles and their goods on the roads is a continuing concern. The RCMP will develop a comprehensive community policing traffic services delivery model and pilot test it to assess its effectiveness.



Results Expectations for Contract Policing Services:

Contract Policing Services support the RCMP's objective for *safe homes, safe communities* through contracts with 11 client provinces and territories, whose respective objectives, priorities and goals are provided annually to the RCMP. In return, results are reported to each provincial and territorial government through an annual report provided on July 1 each year. This reporting enables clients to measure the impact of RCMP policing services within their jurisdiction and to assess performance in delivering those services.

While each provincial or territorial government discharges its accountability for expenditures on policing through its own legislature, the present report provides Parliament with a national perspective on the results expected from the RCMP across all 11 jurisdictions. In doing so, it accounts for the federal share of expenditures for delivering contract policing services and addresses the national benefit of the RCMP's involvement in contract policing.

Expected results	Indicated by
Contribution to a downward trend in the level of overall crime	Indicated by trends in police statistics for crime rates; trends in enforcement of <i>Criminal Code</i> offences; effective crime prevention programs; effectiveness of community policing initiatives
Contribution to a downward trend in the level of property crime	Indicated by trends in crime statistics on damage resulting from theft or vandalism and; where available, by insurance claims statistics
Contribution to increased road safety	Indicated by trends in motor vehicle collisions and related consequences, seat belt use, and impaired driving and other traffic statistics
Reduction in the number of public complaints found justified against RCMP employees	Indicated by an improvement in the ratio of "founded" (i.e., supported) complaints to the number of RCMP members

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Increased satisfaction levels of clients and partners about RCMP services	Indicated by satisfaction expressed by clients, victims, communities, and contract jurisdictions
Contribution to a downward trend in the level of violent crime	Indicated by trends in police statistics for crime rates; trends in enforcement of <i>Criminal Code</i> offences; police and community surveys of victims; partnerships with agencies engaged in reducing violent crime; and the increased use of technology to support the investigation of crime
Contribution to a downward trend in the level of youth crime	Indicated by trends in police statistics for crime rates; trends in enforcement of <i>Criminal Code</i> offences; police and community surveys of victims; and partnerships with other agencies engaged in diversion and other programs
Contribution to people's increased sense of safety	Indicated by trends in results of surveys of Canadians
Policing approaches that are responsive to the needs and culture of aboriginal communities (including policing arrangements in the new Nunavut Territory)	Indicated by trends in the use by the RCMP and aboriginal community members of preventive, restorative measures; and satisfaction expressed by clients, victims, communities and service providers



3. NATIONAL POLICE SERVICES

Planned Spending

National Police Services				
	Forecast Spending 1998-99	Forecast Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending	218.3	196.1	190.9	192.0
Revenues	7.0	7.0	7.0	7.0
Net Program Spending	211.3	189.1	183.9	185.0

Business Line Objective:

The objective of the National Police Services is to provide specialized technical services to the law enforcement community and to improve law enforcement investigative tools and the nature, scope and quality of shared law enforcement information which is used by the Canadian policing community, federal departments, law and regulatory enforcement agencies, and selected foreign police organizations, including Interpol. These services are used by the RCMP's federal and contract policing business lines and, to a limited extent, Peacekeeping Services business line.

RCMP specialized technical services provided to the law enforcement community include forensic laboratory (e.g., DNA analysis), identification (e.g., fingerprints), computerized police information (e.g., criminal records, communications), intelligence (e.g., organized crime), and advanced law enforcement training services to the Canadian and international police community and some departmental law enforcement agencies.

Service Lines within National Police Services:

Informatics objective is to provide communication and information systems in support of RCMP business lines and to provide the means by which information is shared across the criminal justice system.



Forensic Laboratory Services objective is to continually improve scientific and technical assistance provided to Canadian law enforcement agencies, including police, federal and provincial government departments and agencies, and courts of criminal jurisdiction. Services include analysing/examining exhibits, reporting results, making conclusions and interpretations, and providing expert testimony.

In support of the RCMP's strategic priorities, this service line examines evidence associated with organized crime, such as excise seals, fraudulent travel documents, Canadian and foreign bank notes, coins and credit cards and other negotiable instruments. To combat violent and youth crime, biological and non-biological evidence is examined by DNA and other forensic scientific methods.

Information and Identification Services objective is to maintain, manage and disseminate shared police information on behalf of the Canadian law enforcement community and other Canadian and international agencies. Services include fingerprints, criminal history information, the Canadian Police Information Centre (CPIC), firearms registry and missing children's registry. This service line strives to maintain national leadership and encourages national networking and cohesiveness in information systems that support criminal justice initiatives in the prevention, detection and suppression of crime.

Canadian Police College (CPC) objective is to deliver advanced training to Canadian and foreign police personnel in areas covering middle management and executive development, specialized technical areas such as investigation and intelligence, and workshops or seminars on emerging issues. It also conducts and coordinates research to identify trends in the police environment and distributes information on topical issues.

Criminal Intelligence Services Canada (CISC) objective is to gather criminal intelligence on organized crime and to ensure strategic intelligence is submitted through the nine provincial bureaux. Centralized and regional training and workshops are also provided. Current and emerging objectives and priorities include Outlawed Motorcycle Gangs (OMGs), Asian, East European, Aboriginal and traditional-based organized crime, sexual abuse of children and electronic warfare.

Key Plans and Strategies:

Strategic priority: To provide Canadians with law enforcement investigative tools and information.

The RCMP strives to achieve this strategic priority through the following initiatives.



T DNA Data Bank

The Forensic Laboratory Services Program provides DNA technology as a key tool for the identification and apprehension of violent offenders. This program has been given additional responsibilities as a result of the Government's efforts to provide Canadians with greater protection against violent offenders.

The RCMP has assisted the government in developing legislation to establish a national DNA data bank which will be used for police investigations. Bill C-3, the DNA Identification Act, was passed by Parliament on September 29, 1998 and the legislation received Royal Assent on December 10, 1998.

The DNA data bank will assist the police in identifying and apprehending repeat offenders, by comparing DNA information from the crime scene to the convicted offender index. By narrowing of suspects, linking crimes early in the investigation, or assisting in the identification of suspects, the data bank is expected to reduce the length and cost of some investigations. The data bank will result in greater certainty regarding the identity of suspects. It has the potential to reduce the length of trials and increase the likelihood of conviction. It is therefore expected to improve the efficiency of the criminal system.

The protection of personal information within the DNA data bank will be governed by the same strict adherence to policy that currently governs the operation of other repositories of the RCMP, such as the Canadian Firearms Registry and the Central Repository of Criminal Records Information. The same provision for compliance with the Privacy Act, Criminal Records Act, and Young Offenders Act will apply, as will the same mechanisms for audit. The Data Bank will be operational 18 months after proclamation.

T Canadian Firearms Registry

The RCMP's Information and Identification Services Program which maintains a national registry of all restricted firearms in Canada, is responsible for the new Canadian Firearms Registry, under the Government's efforts to increase the control of firearms in Canada. The existing registry, already available nationally to all Canadian law enforcement agencies, will be enhanced. With the passage in December, 1995, of Bill C-68, *An Act Respecting Firearms and Other Weapons*, the RCMP has assumed responsibility for:



- C creating the new Canadian Firearms Registry (CFR);
- C managing the CFR data base, which is expected to increase from the current 1.25 million entries of Firearms Acquisition Certificates to at least as 10 million firearms certificates;
- C managing a new Integrated Firearms Information Centre;
- C issuing permits to licence carriers for the transportation of firearms; and
- C controlling the importation and exportation of firearms to and from Canada.

The Department of Justice is developing a mail-in registration system for all classes of firearms which will be less labour intensive for the Canadian police community. To assist users with information on how to register different types of weapons, an inventory of weapons on CD-ROM has been developed which is known as the *Firearms Reference Table*.

The new Firearms Act came into effect on December 1, 1998. The Canadian Firearms Registry (CFR) is now assisting the law enforcement community, businesses and legitimate firearms owners with the registration of all firearms. The CFR is also issuing carrier licences and establishing a network of verifiers throughout Canada.

T Improved communications and computer support

The Informatics Program plans to continue to support and improve the computer and telecommunications infrastructures supporting the operations of the RCMP and the services supplied to its partners under the NPS business line. These plans cover the National Police Services Network (NPSN), and extend the RCMP's internal Office Support System (ROSS), in order to enhance reliability of the infrastructure, enhance the RCMP's internal communications through electronic mail across the country, achieve efficiencies and reduce the paper flow.

The current communications network, which permits access to the Canadian Police Information Centre (CPIC) by the Canadian policing community, as well as supporting operational and administrative requirements of the RCMP, is in the process of replacement by a modern network for all National Police Services. The NPSN will allow all criminal justice agencies across Canada to share information within a more integrated system and will be a key component of the proposed integrated justice Canada Public Safety Information Net.

Plans also include pursuing the modernization of the long lived CPIC system to provide a modern base having the necessary capabilities as well as progressing work on a comprehensive occurrence management system. The actualization of these major components will greatly improve efficiency and effectiveness at the operational levels, provide strategic information for management, and contribute to the sharing of necessary information under any eventual integrated justice initiatives.



In addition, technology will continue to be deployed to secure information and implement electronic signature capability. As well, mobile workstations in police vehicles will be deployed, expanding on the highly successful project to date.

The RCMP continues to participate in shared radio systems with other public safety organizations such as in the Greater Vancouver area of British Columbia (E-COMM) and the Ottawa Carleton Regional Voice Radio Communications System (OCRVRCS), with these being examples of opportunities to partner for reduced costs and improved inter-workings with sister agencies. Initiatives are being undertaken to replace obsolete radio systems, and to reduce telecommunications costs.

T Partnerships Amongst Key Players in the Criminal Justice System

The RCMP has been participating with the Ministry (Correctional Services Canada, National Parole Board) and other government agencies on the development of a Strategic Action Plan to address issues of public safety based on access to, and use of offender and crime-related information by federal criminal justice agencies. This initiative, under the leadership of the Solicitor General's Secretariat, is expected to strengthen partnerships within the Portfolio and with other government departments and jurisdictions to enable and facilitate the sharing of requisite information. The partnership approach builds upon the common needs for the greater Canadian enforcement community and contributes significantly to the well being of all Canadians through the pursuit of "safe homes and safe streets".

T Modernization of the Canadian Police Information Centre (CPIC 2001)

The modernization of the Canadian Police Information Centre under CPIC 2001, supported by modern law enforcement occurrence management systems, will be the cornerstone of an integrated national criminal information system for the 21st. century. CPIC 2001 will respond to the current and anticipated needs of more modern and effective tools to support law enforcement activities across Canada and internationally.

CPIC is the only national criminal justice information-sharing mechanism linking criminal justice law enforcement partners within Canada and internationally. Until the 1990's it has proven capable of responding to additional law enforcement demands as they arose. However, CPIC is grounded in the technology of the 1960's, with escalating risk of unauthorized access and breakdown. This risk will be exacerbated with the forecasted significant increases in the volume and types of usage.



The coordination of shared national and international intelligence and sophisticated investigative activities demands a modernized and expanded CPIC and is integral to realizing a seamless and interconnected Canadian criminal justice system.

CPIC 2001 will use modern technologies to address new information requirements and sharing capabilities identified by partners as critical to the success of their law enforcement strategies and programs. CPIC 2001 will support transmission of multi-media including voice, photographs and fingerprints. A modernized CPIC will also enable the linking of an increasing number of agencies and information sources.

T Integration of Police Information Reporting Systems

The need for information interchange among jurisdictions is widely acknowledged. Taking into consideration policing needs in the wider policing community, the RCMP is assessing the integration of several of its current operational systems into a suite of modern applications working under common standards. The benefits can include standardization of information capture and exchange under common data and technical architecture at the detailed occurrence/records management level, aiding the efforts in the Canadian criminal law enforcement and justice communities.

This initiative for a modern law enforcement occurrence records management system is intended to replace initially, three RCMP internal outmoded legacy systems, specifically the Police Information Retrieval System, the Operational Statistics Reporting (OSR) system, and the Person-Hour Reporting. Following the initial replacements, other existing RCMP systems would be targeted for integration/interfacethrough enhancement modules. The comprehensive occurrence management system will form the basis of future direction allowing the provision of integrated operational information.

The recently established office of the RCMP Information Architect has been actively involved in this initiative. Additionally, direct collaboration efforts, through the sharing of information and expertise, have taken place with a cooperative of Ontario police services and the province of British Columbia.

T Enhancement of Criminal Intelligence Information

The Automated Criminal Intelligence Information System (ACIIS II), a National Police Service system, is offered to the Criminal Intelligence Service Canada (CISC) membership as a means of sharing intelligence among the law enforcement organizations. ACIIS has been developed to be



inclusive and has evolved to be compliant with such occurrence/records management reporting systems thus ensuring future connectivity with other systems. Ultimately, ACIIS will become for intelligence officers what CPIC is for front line police officers.

In order to keep abreast of emerging technology, CISC envisions a constant positive change approach for the ACIIS. The goal is to create an *evolutionary* environment enabling ACIIS to evolve with technology. CISC is currently pursuing a collaborative research and development agreement with private industry. This developing partnership approach will aid in the fight against organized crime through the use of technology.

The new ACIIS approach proposes an efficient and economic solution for the replacement of older intelligence systems both within the RCMP and in the wider law enforcement community to enhance the sharing of intelligence.

T Review of National Police Services (NPS)

The RCMP has undertaken, with the Department of the Solicitor General of Canada, a review of National Police Services focusing on the development of new options for service delivery. The review was mandated to identify emerging needs, improve client service, explore cost-sharing partnerships, consider alternative methods of governance and service delivery.

An NPS information package was developed and sent to most Canadian chiefs of police as well as Provincial and Federal users of national police services. Subsequently consultations were held throughout Canada in the fall of 1997 and an executive summary was mailed to all participants highlighting the key points developed in the consultation process.

In consultation with the Department of the Solicitor General, the NPS Advisory Committee is reviewing the viable options to explore governance and funding issues.

Other plans for specific activities during 1999/2000 include:

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



- C the possibility of partnering with private industry to develop new criminal intelligence technology will be examined further in the coming year;
- C the development of new international partnerships in response to the growing globalization of organized crime; and
- C the redeployment of resources toward the emerging issues of the organized sexual victimization of children and of organized crime in marine ports.

To ensure high standards of policing across Canada, the police community needs specialized operational, administration and management training delivered at a national level in a timely, accessible and cost-effective manner. The Canadian Police College plans include the following:

- C the exploration of partnerships in the delivery of courses with private industry, military police, and colleges and universities across Canada;
- C the modification of investigative techniques courses to ensure that organized crime issues and elements are incorporated;
- C the development of courses on high technology crime and cybercrime to keep up with emerging crime trends; and
- C the modification of learning instruments to reflect emerging technologies and the needs of a more diverse clientele.



Results Expectations for National Police Services:

Expected results	Indicated by
Nation-wide client access to the RCMP's second generation DNA reporting service and databank	Indicated by the full implementation of the DNA analysis service across the Forensic Laboratory Services and the average turnaround time for analysis
Enhanced client access to the RCMP's criminal history, fingerprint and firearms records	Indicated by increased satisfaction by users of Canadian Police Information Centre (CPIC) databases and services
Effective and timely sharing of high quality criminal intelligence on organized crime	Indicated by levels of satisfaction expressed by key partners with the sharing of quality of criminal intelligence facilitated by Criminal Intelligence Service Canada (CISC)
Enhanced advanced training, research and library information services	Indicated by increased use and satisfaction by clients with training, research and library information services provided by the Canadian Police College (CPC)



4. INTERNAL SERVICES

Planned Spending

Internal Services				
	Forecast Spending 1998-99	Forecast Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending	188.9	169.4	166.0	158.8
Revenues	0.0	0.0	0.0	0.0
Net Program Spending	188.9	169.4	166.0	158.8

Business Line Objective:

The Internal Services support the management of the organization.

Service Lines within Internal Services

Human Resource Management service line objective is to maintain an internal administrative policy function and service in relation to employee development and wellness, selection and staffing, organizational development and training.

Corporate Management service line objective is to ensure a practical framework exists for the coordination of strategic financial and operational planning for the organization.

It includes strategic planning and projects, finance, materiel, real property, audit and evaluation, and public affairs and information.

Key Plans and Priorities for Internal Services

T Human Resources

The Human Resources service line is committed to achieving organizational success through the alignment of its strategies, structures and resources with a focus on quality service to meet the changing needs of the organization. Many strategies have been adopted to reposition HR as a strategic, client-driven and results-based function. Much of HR's new focus will be on building



partnerships with line management and developing mutual accountability for the achievement of their business priorities. Treasury Board's Human Resource Management Framework is also being used as a guide to help the organization maintain the focus of its agenda on the development of good human resource management practices including effective leadership, the provision of an enabling environment and the development of a productive and sustainable workforce. Some of the activities and plans for 1999/2000 include:

- C **Client-Needs Analysis:** The results of this undertaking will provide the focal point for virtually all of the work to be undertaken in the HR area in the near future. Systems and structures will be integrated to the extent possible to support business/service lines and to develop partnerships with line management in pursuit of the six strategic priorities.
- C **Strategic Planning and Performance Measurement:** Aggressive steps are being taken to ensure the organization develops an integrated HR/Corporate planning capability as well as vigorously continues towards the full implementation of an effective human resource management information/performance measurement system and the development of a demographic analysis capability.
- C **Career Development:** Research and development will continue in this area in order to assure a better alignment of individual career planning and organization career management processes.
- C **Learning:** The development and implementation of a continuous learning strategy through modern, cost effective learning/training opportunities will continue in order to develop the key competencies that enable individuals to perform current or future jobs.
- C **Classification:** New classification evaluation instruments are being implemented to address the problems of an increasingly inadequate and outmoded job classification systems and attendant problems in the areas of rank and pay.
- C **Promotions and Mobility:** A thorough review of the promotion/transfer system and related issues will be undertaken with a view to meeting the needs of the various business lines of the RCMP.
- C **Grievances:** The development of alternative forms of redress such as the Alternative Dispute Resolution mechanism, will be vigorously pursued in appropriate areas with a view to streamlining the process and reducing the number of grievances that the organization has to deal with.



T Alternative Service Delivery (ASD)

In 1998, as part of the federal government initiative to “get government right”, the RCMP embarked upon a broad Alternative Service Delivery (ASD) review which is now included in the work of the RCMP Alignment Task Force.

The Training Academy at Depot Division is a pilot project for ASD review, to be completed in 1999. Other ASD reviews are proceeding in relation to Compensation Services, Health Services, Forensic Laboratories, Information Management and Information Technology, Real Property Management, Material and Services Management, and Air Services, with completion in 1999-2000.

T Public Affairs and Information

The Public Affairs and Information Program assists the RCMP to achieve its strategic priorities by raising awareness, increasing understanding and enhancing employee, client and partner support for its services. The RCMP is focusing on implementing national communication and client information strategies which include such strategies as:

- C providing front-line managers with a tool-kit of communication products to assist in communicating with employees;
- C developing a tool-kit to better communicate RCMP services to the clients, communities and partners; and
- C developing an employee communication handbook for managers.

Plans for specific activities during 1999/2000 include:

- C The RCMP Musical Ride will be involved in the commemoration of the March West activities during the Summer of 1999 by performing along the route of the march in nine cities in Manitoba, Saskatchewan and Alberta.
- C The RCMP will continue to enhance the Musical Ride national sponsorship initiative through the development of new partnerships and the renewal of existing relationships.



5. PEACEKEEPING SERVICES

Planned Spending

Peacekeeping Services				
	Forecast Spending 1998-99	Forecast Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending	0.6	0.7	0.7	0.7
Revenues	0.0	0.0	0.0	0.0
Net Program Spending	0.6	0.7	0.7	0.7

Business Line Objective:

Peacekeeping services manage the effective and timely participation of Canadian civilian police in international peacekeeping activities. These services are provided in accordance with Canada's foreign policy requirements and are undertaken on a full cost recovery basis with other governmental agencies such as the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade (DFAIT).

After winning a seat at the UN Security Council in late 1998, Canada is expected to take a lead role in international peace support activities. Recognizing the importance of moving beyond peacekeeping to peace building, Canadian police contribute to the restoration of human security, social stability and the rule of law, which are preconditions for more substantial institutional development. It is through this institutional development that Canadian police, working in partnership with the international community have a direct impact on the Canadian government strategic priorities of transnational and organized crime.

Key Plans and Strategies for Peacekeeping Services:

Strategic Priority: To provide Canadians with civilian police for peacekeeping missions

The "releasability" of personnel for participation in peacekeeping and other international peace support operations continues to be a significant challenge, especially when selecting qualified personnel and minimizing their impact on the delivery of domestic policing services. A further



challenge is in finding financial resources in a timely way in light of the short lead time given for deploying personnel under the *Canadian Police Arrangement* after missions are approved in accordance with Canada's foreign policy commitments.

Plans for 1999/2000 include the following:

- C with respect to releasability and mission readiness, ensuring that civilian police personnel who have been selected for peacekeeping and related activities pursuant to the Canadian Police Agreement are trained and available for deployment on a more timely basis;
- C ensuring that the necessary financial resources are made available in a more timely manner to ensure the rapid deployment of Canadian police personnel on international peacekeeping and peace support operations;
- C improving communications with our partners to ensure their satisfaction with our management of the civilian police peacekeeping program on behalf of Government; and
- C ensuring the emerging leadership for peacekeeping missions is strengthened through continuous learning and development opportunities.



Results Expectations for Peacekeeping Services:

Expected results	Indicated by
Timely and cost-effective provision of civilian police personnel for peacekeeping and other missions, in fulfilment of Canada's international commitments	Indicated by the deployment of an agreed number of Canadian police personnel for the length of Canada's commitment to each mission's mandate and by the timely and cost-effective selection, training, deployment and supplying of personnel without being burden on domestic policing requirements
Satisfaction of the responsible international authority for civilian peacekeeping and other missions	Indicated by satisfaction with Canadian police personnel expressed by the international authority responsible for each peacekeeping or non-peacekeeping mission and by key partners in peacekeeping
Enhancement of Canada's international reputation	Indicated by the RCMP's continued participation in, and effective management of, Canada's civilian police peacekeeping and other government-directed, international policing services



C. Consolidated Reporting

1. Year 2000 Initiatives

Initiatives	Expected Results
Government Wide Mission Critical Systems (GWMCS) reporting	94% complete by 1999-04-01 and 100% complete by 1999-09-30
Departmental Mission Critical Systems (DMCS) reporting	All systems to be completed by 1999-12-31
Non-mission critical Systems (NMCS) evaluation, analysis and conversion	All activity to be completed during fiscal year 2000/2001
Contingency Planning	Develop contingency plans in partnership with Department of National Defence, provincial and municipal governments
Awareness and Planning Presentations	To sensitize and prepare emergency service organizations and community groups to respond to Year 2000 challenges



2. Sustainable Development Strategies

Initiatives	Expected Results
Implementation and management of the environmental management process	Development of an electronic data base to facilitate the implementation and management of the environmental management process and the effective reporting on performance measurements
Development of performance measurements	Settlement of firm targets for sustainable development strategies goals concerning energy and water conservation, reduction in emissions, solid waste, etc., which supplements and supports the government's global agenda
Consultation	Consultation involving the RCMP external partners and shareholders to determine impacts of RCMP sustainable development strategies
Review of social and economical impacts of the RCMP sustainable development strategies	Development of a strategy to evaluate and address social and economic impacts of RCMP sustainable development strategies
Revision of the current RCMP Sustainable Development Strategies	Development of new goals, objectives and targets to improve the delivery process of sustainable development strategies
Development of an Environmental Policy Manual	Development of policies for all aspects of the environment portfolio Development of a generic RCMP environmental operations manual outlining responsibilities, obligations and potential liabilities

3. Legislative and Regulatory Initiatives

"safe homes, safe communities"



The RCMP does not expect any major or significant regulatory initiatives to be submitted for legal examination, or final approval during 1999-2000.



IV. SUPPLEMENTARY INFORMATION

Major Federal Statutes and Agreements Administered by the RCMP

The major statutes *administered* by the RCMP are the *RCMP Act* and the *Witness Protection Program Act*.

Major Federal Statutes Enforced by the RCMP: There is no federal statute which specifically assigns the *sole enforcement* role to the RCMP. The *RCMP Act* and the *RCMP Regulations, 1988*, however impose a general duty on members of the RCMP to enforce any Act of Parliament. The RCMP is involved in the enforcement of the following major federal statutes (RSC: Revised Statutes of Canada; SC: Statutes of Canada):

<i>Aeronautics Act</i>	<i>RSC., 1985. c.A-3, as amended</i>
<i>Animal Pedigree Act</i>	<i>RSC., 1985. c.A-11.2, as amended</i>
<i>Bankruptcy and Insolvency Act</i>	<i>RSC., 1985. c.B-3, as amended</i>
<i>Canada Elections Act</i>	<i>RSC., 1985. c.E-2, as amended</i>
<i>Canada Grain Act</i>	<i>RSC., 1985. c.G-10, as amended</i>
<i>Canada Pension Plan</i>	<i>RSC., 1985. c.5, as amended</i>
<i>Canada Shipping Act (Collision Regulations)</i>	<i>RSC., 1985. c.S-9, as amended</i>
<i>Canada Student Loans Act</i>	<i>RSC., 1985. c.S-23, as amended</i>
<i>Canada Transportation Act</i>	<i>RSC., 1985. c.T-17, as amended</i>
<i>Canadian Wheat Board Act</i>	<i>RSC., 1985. c.C-24, as amended</i>
<i>Canada Wildlife Act</i>	<i>RSC., 1985. c. W-9, as amended</i>
<i>Canadian Environmental Protection Act</i>	<i>RSC., 1985. c.C-15.3, as amended</i>
<i>Canadian Human Rights Act (Sec. 59)</i>	<i>RSC., 1985. c.H-6, as amended</i>
<i>Citizenship Act</i>	<i>RSC., 1985. c.C-29, as amended</i>
<i>Coastal Fisheries Protection Act</i>	<i>RSC., 1985. c. C-33, as amended</i>
<i>Competition Act</i>	<i>RSC., 1985. c. C-34, as amended</i>
<i>Controlled Drugs and Substances Act</i>	<i>SC., 1996. C-8</i>
<i>Copyright Act</i>	<i>RSC., 1985. c.C-42, as amended</i>
<i>Criminal Code</i>	<i>RSC., 1985. c.C-46, as amended</i>
<i>Criminal Records Act</i>	<i>RSC., 1985. c.C-47, as amended</i>
<i>Cultural Property Export and Import Act</i>	<i>RSC., 1985. c.C-51, as amended</i>
<i>Customs Act</i>	<i>RSC., 1985. c.C-52.6, as amended</i>
<i>Excise Act</i>	<i>RSC., 1985. c.E-14, as amended</i>
<i>Excise Tax Act</i>	<i>RSC., 1985. c.E-15, as amended</i>
<i>Explosives Act</i>	<i>RSC., 1985. c.E-17, as amended</i>
<i>Export and Import Permits Act</i>	<i>RSC., 1985. c.E-19, as amended</i>
<i>Farm Improvement Loans Act</i>	<i>RSC., 1985. c.F-3, as amended</i>

“safe homes, safe communities”



<i>Firearms Act</i>	<i>SC., 1995. c.39</i>
<i>Fisheries Act</i>	<i>RSC., 1985. c.F-14, as amended</i>
<i>Foreign Enlistment Act</i>	<i>RSC., 1985. c.F-28, as amended</i>
<i>Government Property Traffic Act</i>	<i>RSC., 1985. c.G-6, as amended</i>
<i>Health of Animals Act</i>	<i>SC., 1990. c.H-3.3, as amended</i>
<i>Identification of Criminals Act</i>	<i>RSC., 1985. c.I-1, as amended</i>
<i>Immigration Act</i>	<i>RSC., 1985. c.I-2, as amended</i>
<i>Income Tax Act</i>	<i>RSC., 1985. c.C-72, as amended</i>
<i>Migratory Birds Convention Act, 1994</i>	<i>SC., 1994. c.22, as amended</i>
<i>National Parks Act</i>	<i>RSC., 1985. c.N-14, as amended</i>
<i>National Transportation Act, 1987</i>	<i>RSC., 1985. c.N-20.01, as amended</i>
<i>Official Secrets Act</i>	<i>RSC., 1985. c.O-5, as amended</i>
<i>Old Age Security Act</i>	<i>RSC., 1985. c.O-9, as amended</i>
<i>Pension Act</i>	<i>RSC., 1985. c.P-6, as amended</i>
<i>Quarantine Act</i>	<i>RSC., 1985. c.Q-1, as amended</i>
<i>Radiocommunication Act</i>	<i>RSC., 1985. c.R-2, as amended</i>
<i>Security Offences Act</i>	<i>RSC., 1985. c.S-7, as amended</i>
<i>Small Business Loans Act</i>	<i>RSC., 1985. c.S-11, as amended</i>
<i>Tax Rebate Discounting Act</i>	<i>RSC., 1985. c.T-3, as amended</i>
<i>Trade- marks Act</i>	<i>RSC., 1985. c.T-13, as amended</i>
<i>Transportation of Dangerous Goods Act, 1992</i>	<i>RSC., 1985. c.T-19.01, as amended</i>
<i>Employment Insurance Act</i>	<i>RSC., 1985. c.U-1, as amended</i>
<i>Weights and Measures Act</i>	<i>RSC., 1985. c.W-6, as amended</i>
<i>Young Offenders Act</i>	<i>RSC., 1985. c.Y-1, as amended</i>



Formal Agreements with Federal Government Departments, Agencies and Crown Corporations: The RCMP has signed over 1,250 Memoranda of Understanding. Some agreements were signed with federal government departments, agencies and Crown corporations. These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians. The list below includes some of the partners with whom the RCMP has signed formal agreements:

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



Formal Agreements with Provincial Governments: The RCMP has also signed formal agreements with the following Provincial Governments designating the RCMP as having the primary responsibility to investigate under the Security Offences Act within the province.

Attorney General of Alberta	Attorney General of Nova Scotia
Attorney General of British Columbia	Solicitor/Attorney General of Ontario
Attorney General of Manitoba	Attorney General of Prince Edward Island
Attorney General of Newfoundland	Attorney General of Saskatchewan
Solicitor General of New Brunswick	

B. Contact for Further Information

Assistant Commissioner Dawson Hovey
 Director, Corporate Management
 Royal Canadian Mounted Police
 1200 Vanier Parkway - H405, HQ Building
 Ottawa, Ontario, K1A 0R2

Telephone: (613) 993-1712
 Facsimile: (613) 993-4453

Statutory and Departmental Reports

- 9 *Performance Report to Parliament, for the period ending March 31, 1998.*
 Ottawa: Minister of Supply and Services Canada, 1998. (Available: on the RCMP Internet home page; the Treasury Board Secretariat Internet home page; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).
- 9 *1998/99 Estimates: A Report on Plans and Priorities for 1998/1999 - 2000/2001.*
 Ottawa: Minister of Supply and Services Canada, 1998. (Available: on the Treasury Board Secretariat Internet home page; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).



Suggested Internet (World Wide Web) Sites:

- 9 RCMP internet home page:**
<http://www.rcmp.grc.gc.ca>

- 9 RCMP Community Policing internet home page:**
<http://www.rcmp-ccaps.com>

- 9 RCMP Learning internet home page:**
<http://www.rcmp-learning.org>

- 9 Ministry of the Solicitor General of Canada internet home page:**
<http://www.sgc.gc.ca>

- 9 Treasury Board Secretariat internet home page:**
<http://www.tbs-sct.gc.ca>

C. Financial Information

See financial tables on following pages.



Spending Authorities - Ministry Summary Part II of the Estimates

Vote (\$ thousands of dollars)	1999-00 Main Estimates	1998-99 Main Estimates
Royal Canadian Mounted Police		
<i>Law Enforcement Program</i>		
35 Operating Expenditures	812,632	789,932
40 Capital Expenditures	112,749	110,528
(S) Pensions and other employee benefits - members of the Force	240,154	229,076
(S) Contributions to employee benefit plans	22,508	21,537
Total Program	1,188,043	1,151,073

Planned Full Time Equivalent (FTE's) by Business Lines

Subject to the RCMP Act

	Forecast 1998-99	Planned 1999-00	Planned 2000-01	Planned 2001-02
Federal Policing Services	4,619	4,469	4,469	4,361
Contract Policing Services	10,420	10,158	10,151	10,151
National Police Services	1,020	1,078	1,078	1,078
Internal Services	746	643	651	651
Peacekeeping Services*	65	8	0	0
Departmental Total	16,870	16,356	16,349	16,241

*represents utilization - all FTE costs recovered from CIDA

Subject to the Public Service Employment Act

	Forecast 1998-99	Planned 1999-00	Planned 2000-01	Planned 2001-02
Federal Policing Services	501	497	497	472
Contract Policing Services	1,105	1,067	1,067	1,067
National Police Services	672	607	607	607
Internal Services	1,154	1,117	1,117	1,117
Peacekeeping Services	1	1	1	1
Departmental Total	3,433	3,289	3,289	3,264

Capital Spending by Business Lines

(\$ millions)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
<u>Business Lines</u>				
Federal Policing Services	16.1	21.5	24.1	29.9
Contract Policing Services	43.7	62.3	62.7	60.5
National Police Services	23.9	22.7	17.4	18.4
Internal Services	5.6	6.2	6.7	8.0
Peacekeeping Services	0.0	0.0	0.0	0.0
Departmental Total	89.3	112.7	110.9	116.8

Departmental Summary of Standard Objects of Expenditure

(\$ millions)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
<u>Personnel</u>				
Salaries and Wages	1,136.2	1,144.7	1,158.0	1,150.4
Contributions to employee benefits plans	227.3	223.6	226.3	224.8
Total	1,363.5	1,368.3	1,384.3	1,375.2
<u>Goods and Services</u>				
Transportation and communications	122.5	121.9	120.4	116.3
Information	0.8	0.8	0.8	0.8
Professional and special services	125.8	108.9	107.3	103.2
Rentals	42.6	38.6	38.0	36.5
Purchased repair and upkeep	47.3	38.5	38.0	36.8
Utilities, materials and supplies	82.4	73.7	72.6	69.7
Other subsidies and payments	47.4	30.9	30.8	26.7
Minor Capital	22.8	28.4	28.2	27.2
Total	491.6	441.7	436.1	417.1
<u>Capital</u>				
Construction and acquisition of land, building and works	33.9	47.4	45.6	51.7
Acquisition of machinery and equipment	55.4	65.3	65.3	65.1
Total	89.3	112.7	110.9	116.8
Transfer of payments	40.5	40.5	40.5	40.5
Total program	1,984.9	1,963.3	1,971.8	1,949.7
Less: Receipts and Revenues Credited to the Vote	764.2	775.3	785.9	783.3
Total	1,220.7	1,188.0	1,185.9	1,166.4

Program Resources by Business Lines for the Estimates Year

(\$ millions)									
<u>Business Lines</u>	Budgetary				Planned Spending	Non-Budgetary Plus: LIAs	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
	FTE	Operating	Capital	Transfer Payments					
Federal Policing Services	4,966	488.4	21.5	9.2	519.1	0.0	519.1	3.2	515.9
Contract Policing Services	11,225	992.5	62.3	23.3	1,078.0	0.0	1,078.0	765.1	312.9
National Police Services	1,685	169.4	22.7	4.0	196.1	0.0	196.1	7.0	189.1
Internal Services	1,760	159.1	6.3	4.0	169.4	0.0	169.4	0.0	169.4
Peacekeeping Services	9	0.7	0.0	0.0	0.7	0.0	0.7	0.0	0.7
Total Department	19,645	1,810.1	112.7	40.5	1,963.3	0.0	1,963.3	775.3	1,188.0

Transfer Payments by Program

(\$ dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
<u>Grants</u>				
RCMP Veterans Association	1,900	1,900	1,900	1,900
International Association of Chiefs of Police	1,900	1,900	1,900	1,900
Survivors of members killed on duty	1,000,000	1,000,000	1,000,000	1,000,000
<u>Statutory</u>				
Pensions and Other Employees Benefits				
Pensions under the RCMP <i>Pension</i>				
<i>Continuation Act</i>	30,000,000	27,000,000	27,000,000	27,000,000
To compensate members of the RCMP for injuries received in the performance of duty	9,000,000	12,000,000	12,000,000	12,000,000
Pensions to families of members of the RCMP who have lost their lives while on duty	100,000	100,000	100,000	100,000
Total Grants	40,103,800	40,103,800	40,103,800	40,103,800
<u>Contributions</u>				
Contributions to non-RCMP candidates attending Canadian Police College courses	386,080	386,080	386,080	386,080
Total Contributions	386,080	386,080	386,080	386,080
Total Grants and Contributions	40,489,880	40,489,880	40,489,880	40,489,880

Revenues by Business Lines

Revenues Credited to the Vote (\$ millions)	Forecast Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01	Planned Revenue 2001-02
Federal Policing Services	0.3	3.2	2.6	0.0
Contract Policing Services	756.9	765.1	776.3	776.3
National Police Services	7.0	7.0	7.0	7.0
Total Credited to the Vote	764.2	775.3	785.9	783.3
Revenue Credited to the Consolidated Revenue Fund (CRF)	18.0	18.0	18.0	18.0
Total Revenue	782.2	793.3	803.9	801.3

Net Cost of Program for the Estimates Year

(\$ million)	Total
Gross Planned Spending	1,963.3
Plus:	
Service Received without Charge	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	9.0
Contribution covering employees' share of insurance premiums and costs paid by TBS	63.0
Workman's compensation coverage provided by Human Resources Canada	0.4
Salary and associated costs of legal services provided by Justice Canada	0.6
	73.0
Total Cost of Program	2,036.3
Less:	
Revenue Credited to the Vote	775.3
Revenue Credited to the CRF	18.0
Total Revenue	793.3
1999-2000 Estimated Net Program Cost	1,243.0

Loans, Investments and Advances by Business Lines

(\$ millions)	Forecast Spending 1998-99*	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
<u>Loans</u>				
Federal Policing Services				
Integrated Proceeds of Crime (IPOC) Initiative (T.B. #825021)				
Loan (non-budgetary)	1.8	0.0	0.0	0.0
Contract Policing Services				
Over expenditures 1997-98	8.7	0.0	0.0	0.0
Internal Services				
"K" Division Edmonton Headquarters (T.B. # 823163)				
Y2K (T.B. #826187)	0.0	0.0	0.0	0.0
	20.0	5.0	0.0	0.0
Total Loans	30.5	5.0	0.0	0.0
<u>Repayment</u>				
Federal Policing Services				
Integrated Proceeds of Crime (IPOC) Initiative (T.B. #825021)				
Loan (non-budgetary)	(4.3)	(1.8)	0.0	0.0
Contract Policing Services				
Over expenditures 1997-98	0.0	(2.9)	(2.9)	(2.9)
Internal Services				
"K" Division Edmonton Headquarters (T.B. # 823163)				
Y2K (T.B. #826187)	(6.1)	(6.1)	(6.1)	0.0
	0.0	0.0	0.0	(8.4)
Total Repayment	(10.4)	(10.8)	(9.0)	(11.3)
Total	20.1	(5.8)	(9.0)	(11.3)

List of Capital Projects by Business Line

(\$ millions)						
Business Lines	Current Estimated total cost	Forecast Spending to March 31, 1999	Planned Spending 1999/2000	Planned Spending 2000/2001	Planned Spending 2001/2002	Future Year Spending Requirement
A. FEDERAL POLICING SERVICES						
1. Kingston Detachment, Kingston, Ont	4.5	0.0	0.0	0.0	4.5	0.0
2. "A" Division RMOCCS (DA)	3.3	0.0	0.6	2.2	0.5	0.0
B. CONTRACT POLICING SERVICES						
1. Prince George, BC-Northern District (PPA/EPA)	7.1	0.2	0.3	5.3	1.3	0.0
2. Saskatoon, Sask.-District Office (PPA)	7.3	0.0	0.0	0.7	4.4	2.2
3. Newfoundland Modernization Telecoms System (DA)	7.3	0.6	3.1	1.2	1.2	1.2
4. Telecoms Equipment/System Replacement & Upgrades (DA)	32.2	3.4	8.7	6.7	6.7	6.7
5. CIIDS Implementation (EPA)	3.1	0.9	0.7	1.5	0.0	0.0
C. NATIONAL POLICE SERVICES						
1. Ottawa Forensic Lab Addition, Ottawa, Ont. (EPA)	19.5	3.0	11.0	4.8	0.7	0.0
2. Criminal History Automation (EPA)	11.5	10.5	1.0	0.0	0.0	0.0
3. Mainframe Replacement (DA)	4.5	0.0	3.0	0.5	0.5	0.5
4. Automated Fingerprint Index Section (AFIS)(DA)	7.9	0.3	1.9	1.9	1.9	1.9
D. INTERNAL SERVICES						
1. Ottawa Headquarters Renovations (PPA)	32.8	1.3	0.2	1.5	2.1	27.7
2. Ottawa Central Heating Plan (CHP)(EPA)	3.8	0.4	0.2	3.1	0.1	0.0
3. Div. Relocation of Training/Material Stores, Chilliwack, B.C. (PPA/EPA)	14.5	0.0	0.1	5.1	4.5	4.8
4. Halifax Divisional Headquarters, Halifax, NS(PPA)	23.8	0.2	0.2	2.8	4.6	16.0
5. Edmonton Divisional Headquarters, Edmonton, Alta (EPA)	42.6	38.6	3.2	0.8	0.0	0.0
6. Centralized Training Facility Building, Regina, Sask (EPA)	6.0	5.9	0.1	0.0	0.0	0.0
7. Physical Training Addition, Centralized Training Facility, Regina, Sask.	3.4	0.0	0.0	0.0	0.0	3.4
8. New Mess, Centralized Training Facility, Regina, Sask.	6.6	0.0	0.0	0.9	4.8	0.9
9. Whitehorse Divisional Headquarters, Whitehorse, YK (PPA)	6.0	0.0	0.0	3.7	1.4	0.9
E. PEACEKEEPING SERVICES						
Other - Other controlled capital projects between \$400,000 and \$3,000,000						
Construction	79.5	11.7	14.6	16.8	18.9	17.5
Equipment	19.8	1.9	5.9	5.3	5.1	1.6
TOTAL CAPITAL EXPENDITURES	347.0	78.9	54.8	64.8	63.2	85.3