

A Report
on

PLANS
&
PRIORITIES

for
2000/2001

The Royal Canadian
Mounted Police





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Acronyms Used

ANAC	Aboriginal Nurses Association of Canada
ASD	Alternative Service Delivery
CACP	Canadian Association of Chiefs of Police
CCRA	Canada Customs and Revenue Agency
CIC	Citizenship and Immigration Canada
CIDA	Canadian International Development Agency
CISC	Criminal Intelligence Service Canada
CJC	Community Justice Forums
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CSC	Correctional Service Canada
CSIS	Canadian Security Intelligence Service
DIAND	Department of Indian Affairs and Northern Development
DFAIT	Department of Foreign Affairs and International Trade
DND	Department of National Defence
DSRR	Division Staff Relations Representative
FBI	Federal Bureau of Investigation
FIS	Financial Information Strategy
FLS	Forensic Laboratory Services
FTE	Full Time Equivalent
HRAIT	Human Resources Alignment Implementation Team
HRDC	Human Resources and Development Canada
IPIRS	Integrated Police Information Reporting System
IPOC	Integrated Proceeds of Crime
NCDB	National Crime Database
NPS	National Police Services
NPSN	National Police Services Network
OCRVRCS	Ottawa Carleton Regional Voice Radio Communications System
OSCE	Organization for Security and Cooperation in Europe
PCC	RCMP Public Complaints Commission
PCO	Privy Council Office
POC	Proceeds of Crime
PWGSC	Public Works and Government Services Canada
RCMP	Royal Canadian Mounted Police
SCIS	Secure Criminal Information System
SGC	Solicitor General Canada
SDS	Sustainable Development Strategy
TBS	Treasury Board Secretariat
UN	United Nations
USINS	United States Immigration and Naturalization Service
ViCLAS	Violent Crime Linkages Analysis System



Section I: Messages



The Minister's Message

I am pleased to submit to Parliament and the people of Canada the Report on Plans and Priorities 2000/2001 for the Royal Canadian Mounted Police.

The RCMP is the embodiment of the commitment of Canadians to enhance the quality of life of persons not only in Canada, but throughout the world, by providing community and individual security.

Throughout its proud 127 year history, the RCMP has evolved to meet the police challenges of the day, combining training, experience, and pride of its members with the most modern approaches, processes, and operational equipment and systems.

In the years 2000/2001, the approach of the RCMP will be a combination of prevention and community-centered policing activity, with direct actions to address crime and ensure safer communities. The RCMP has identified four areas that will be given priority on a national basis.

First, the RCMP wishes to reduce the level of crime among our young people, both as perpetrators and victims. Working at the local, regional, and national level the RCMP will take action to inhibit gang behaviour and restrict entry into a life of crime.

Second, the RCMP will address organized crime, whether it is in Canada or abroad. Using modern intelligence methods and multi-disciplinary project teams, a concerted effort will be made to root out what has become a serious threat to the quality of life of Canadians.

Third, continuing Canada's proud tradition, the RCMP will continue peacekeeping and peace building activities in countries that are in conflict. By promoting peace and stability attempts will be made to reduce the overall level of crime world-wide, since war-torn communities are often a breeding ground for organized crime.

Fourth, the RCMP will continue to improve its internal efficiency through initiatives such as the Integrated Police Information Reporting System (IPIRS). This will allow the sharing of information with criminal justice partners, while improving the Force's investigation, decision-making, and compliance capacities.

The Social Union Framework Agreement was an important breakthrough, establishing the commitment of governments to work together for the benefits of Canadians. That same spirit of partnership and cooperation is essential for the plans and priorities we have established for the coming year. I am confident that Canadians will work together with the RCMP to enhance public security in Canada, and to extend that role to other countries around the world.

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



Royal Canadian Mounted Police Directional Statement 2000¹

We welcome the next millennium with a sense of optimism; the *RCMP Directional Statement 2000* reflects a renewed emphasis on our operations, aimed at making Canada and, in some respects, the world a safer place in which to live. We are a recognized national institution and within the overall context of the federal government's priority to enhance the quality of life in Canada, we have the explicit commitment of the federal government — as articulated in the recent *Speech from the Throne* — to strengthen our capacity to address threats to public security.

The *Speech from the Throne* also emphasizes a dynamic economy, our children, building and promoting stronger communities, the need for a skilled workforce and strengthening the relationship with Canada's aboriginal peoples. In support of these general themes, the RCMP has built consensus to focus its activities on four distinct yet inter-related areas.

We have been laying the foundation for these broad operational priorities over the past several years by aligning our objectives with those of our stakeholders and by improving the quality of police services delivered to our many clients. Our efforts have also been aimed at organizational and cultural renewal; we are building a modern organization with a strong centre, strong regions and strong bonds among all parts - one that will be viable in an increasingly globalized world.

A great deal of work still lies ahead. To remain at the cutting edge of high quality, professional policing in the future, we must extend and deepen our competencies, forge new partnerships and acquire up-to-date tools. Along with enhancing our policing capacity, we will continue to introduce extensive management improvements to further integrate financial, human resource and information-technology management into our operational planning, along with the requisite performance indicators and accountabilities. Last but not least, enhancing capacity requires appropriate and stable funding.

The day-to-day work of our dedicated men and women in their communities provides the basis for establishing specific operational plans, anywhere in the Force, to accomplish the following four national priorities:

- ⇒ **Youth** is a cornerstone of our strategic focus. The new *Youth Criminal Justice Act* will present opportunities for policing to implement restorative justice practices on a much broader scale. Crime prevention for youth (both mainstream and at-risk youth) through social development beginning at an early age is extremely important. We want to reduce the availability of potential recruits for organized crime, reduce victimization and inhibit gang behaviour. Recognizing this, we will work toward this goal nationally with our social policy partners; regionally with social service agencies and private enterprise; and locally with parents and their children;
- ⇒ **Reducing the impact of organized crime because** it is a serious threat to the quality of life in Canada. It has the potential to undermine the economy, seriously impact our institutions, and leave a blemish on the fabric of our communities. Its influence is felt globally and at the community level and we are responding with intelligence-led, project-based law enforcement, on a local, national and international level. Given the complexity and the increasingly transnational nature of the threat, our response will be multi-disciplinary, based on increasing our own expertise as well as our strategic partnerships both within and outside the criminal justice system;
- ⇒ **Peacekeeping and peace building** are synonymous with crime prevention abroad. Countries consumed by internal crises can become a breeding ground for crime including organized crime. We will continue to play an important



role in enhancing human security around the world through our civilian police assistance. Our participation promotes peace and stability to war-torn communities and builds democratic institutions. It also helps reduce the global crime impact on Canada by disrupting organized crime groups attempting to gain a foothold in fractured countries. In addition, participation enhances our own knowledge and appreciation of diverse cultures now living in Canada;

⇒ ***Quality police information management*** will give us more time to concentrate on police work, instead of completing paperwork. To provide us with the right tools, we are moving to implement the Integrated Police Information Reporting System (IPIRS), which will assist us

in responding to legal requirements, improve our investigative and decision support and improve the information sharing capacity with our criminal justice partners. It will also enhance public and officer safety.

The four priorities are interdependent and our successes will depend on the ability to work in close partnership with many others. We invite each and every one of you to make a solid contribution to these goals - whether that entails an effort to rid the community of drug dealing, to volunteer for international peacekeeping duties or to provide information to our criminal intelligence database.

Putting our priorities into daily practice will help us leave a meaningful legacy to our children and grandchildren — that of a safer world. No legacy can be more meaningful for us, as individuals or as an organization.



Section II: Overview of the RCMP



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. We provide a total federal policing service to all Canadians and policing services under contract to the three territories, eight provinces (except Ontario and Quebec), approximately 198 municipalities and, under 172 individual agreements, to 192 First Nations communities².

The mandate of the RCMP is based on the authority and responsibility assigned under Section 18 of the *Royal Canadian Mounted Police Act*. It is:

To enforce laws, prevent crime and maintain peace, order and security.

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

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. The proposed structural changes for which the RCMP is seeking approval include four Deputy Commissioners at National Headquarters responsible for National Police Services and Technical Infrastructure, Organized Crime and Operational Policy, Corporate Management and Comptrollership, and Strategic Direction. In addition, there are 14 divisional commanding of-

icers and a Commanding Officer Depot Division (the RCMP Training Academy) in Regina, Saskatch-

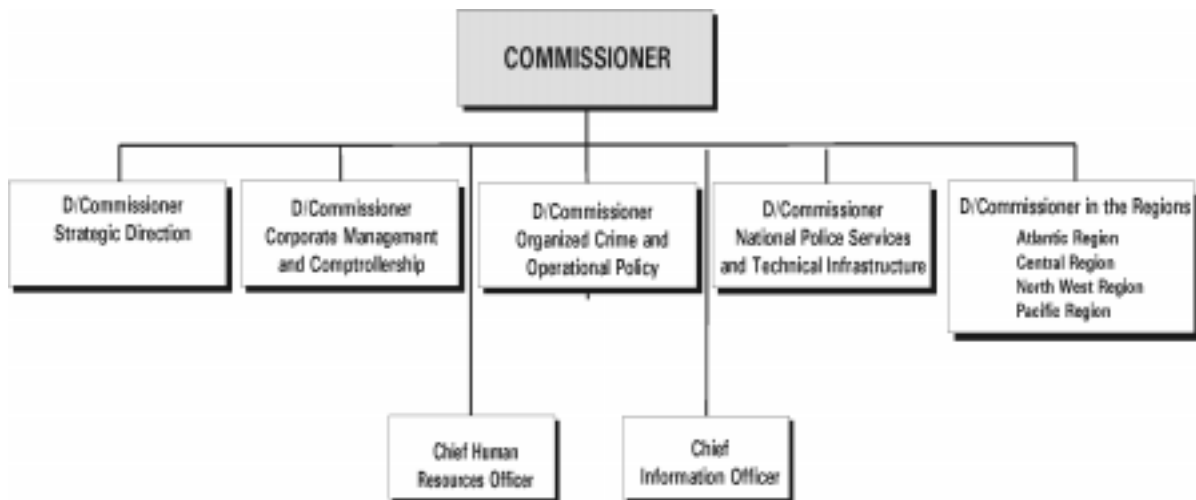


Our Mission:

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

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

Figure 1: Proposed structural changes for which the RCMP is seeking approval³





ewan) and 15 program directors at National Headquarters.

The RCMP has five business lines: Federal Policing Services, Contract Policing Services, National Policing Services, Peacekeeping Services, and Internal Services. The first four are our main business lines providing services to Canadians, either directly or indirectly. Each is comprised of a number of service lines (see Figure 2).

Federal Policing Services

Federal Policing Services provide policing, law enforcement,

investigative and protective services to the federal government, its departments and agencies and to Canadians in all 13 provinces and territories.

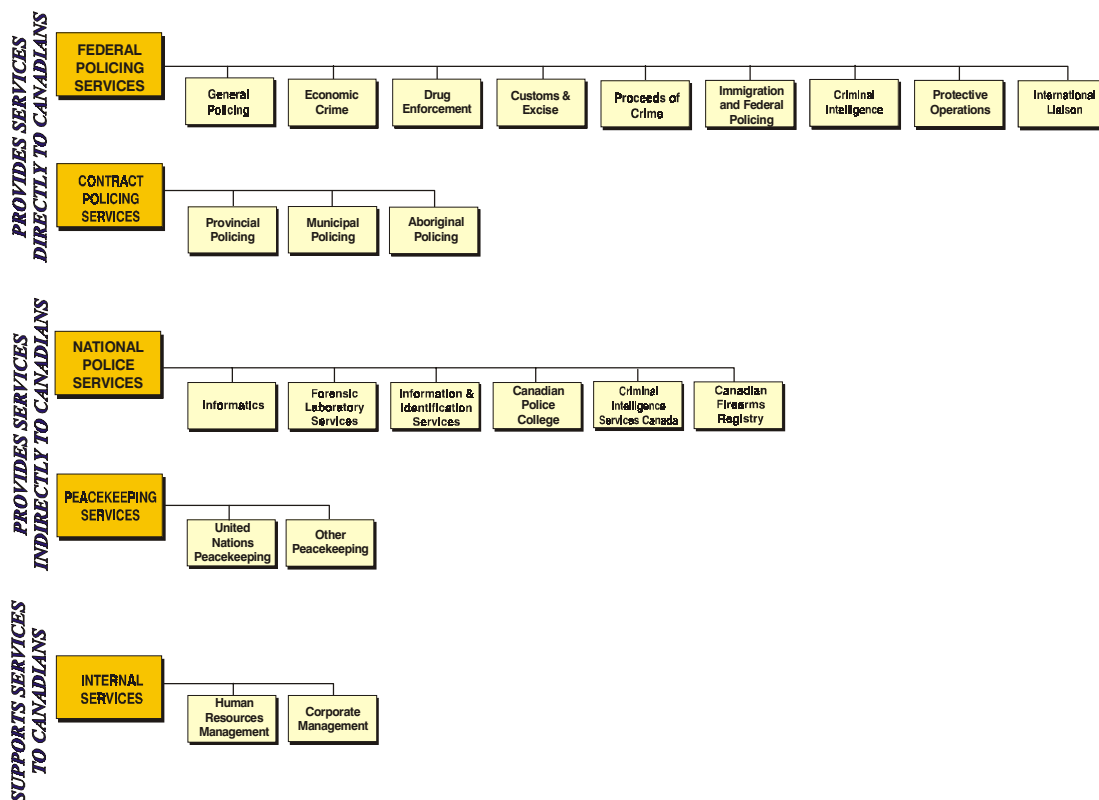
Nine service lines or programs fall within this business line, covering law enforcement related to customs and excise, drugs, immigration, other federal matters, proceeds of crime, economic crime, as well as criminal intelligence, international liaison, protective operations programs, and support services,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

are delivered through the divisional structure in all provinces and territories

Contract Policing Services

Contract Policing Services are provided on a cost-sharing basis to the three territories, and all provinces (except Quebec and Ontario) under 20-year contractual agreements between the federal government and provincial, territorial, and municipal governments. Organized into a division for each contract jurisdiction, services are delivered at the detachment or local level.

Figure 2: Structure of Business and Service Lines





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

National Police Services

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

Peacekeeping Services

Peacekeeping Services provide civilian police peacekeeping assistance, training, and related

international police services to a number of countries experiencing internal conflict. This is done on behalf of the Canadian Government and in accordance with Canada's foreign policy, usually under a United Nations mandate.

In addition to our mandate, mission and vision, our accountability framework provides for objectives, strategic direction and strategic priorities (see Figure 3).

B. Program Objective

The primary objective of the RCMP which reflects its mandate and mission statement, is to contribute to safe homes, safe communities across Canada.

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

RCMP activities are guided by the six strategic priorities (see Figure 4, third column), which:

- reflect Government-wide policy issues stated in the October 1999 Speech from the Throne, especially that of "Building stronger communities" (including building safer communities)(see Figure 4, first column);
- are aligned with those of the Solicitor General's public safety priorities (see Figure 4, second column);
- represent commitments made to Canadians in our 2000/2001 Report on Plans and Priorities;
- are linked to each other at the front-line in service delivery through our four main business lines (see Figure 4, fourth column); and which
- are addressed through partnerships with federal, provincial and territorial government departments and agencies, other law enforcement agencies, as well as communities, local groups and organizations and Canadians generally (see Figure 4, last column).

Figure 3: Planning, Reporting and Accountability Cycle

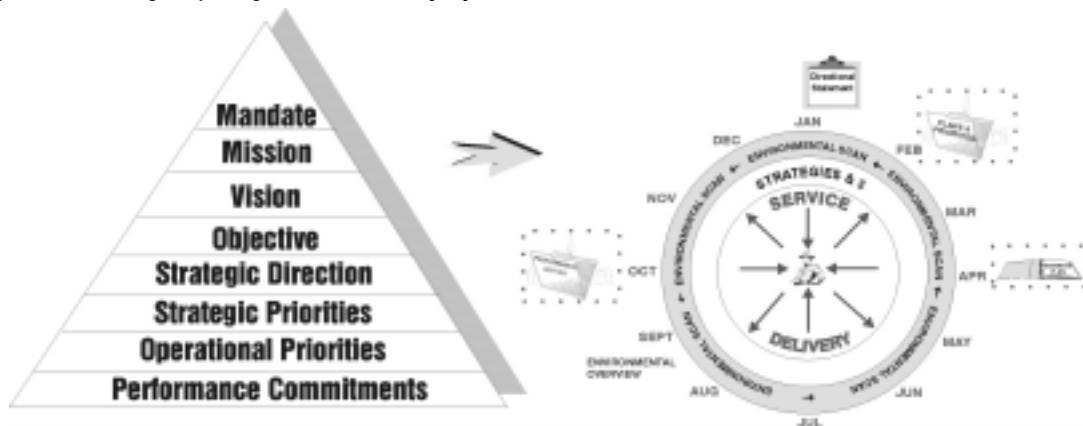
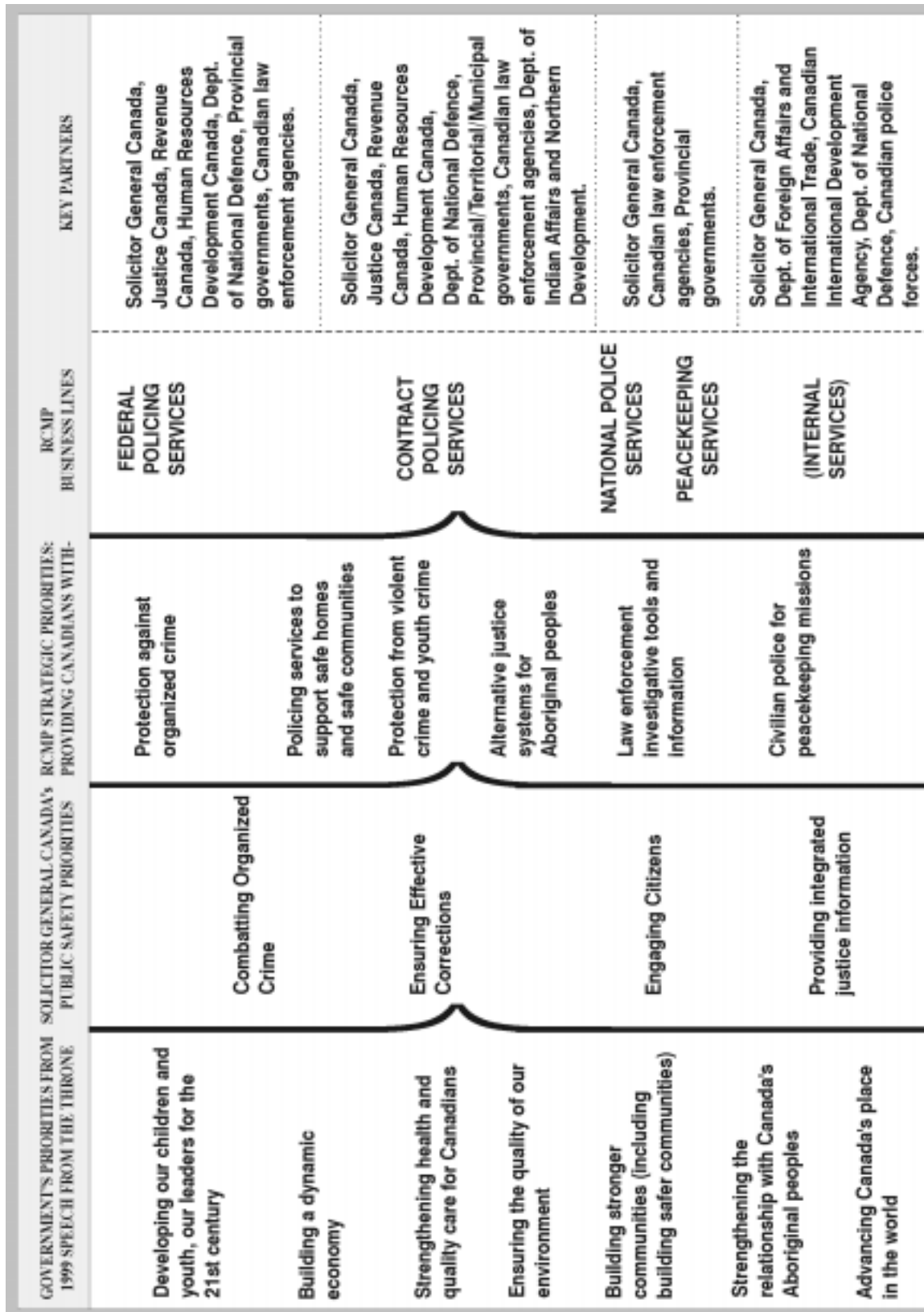




Figure 4: Government, Ministry and RCMP Strategic Priorities, with Business Lines and Partners





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

- fulfilling our multi-faceted mandate to prevent and investigate crime, maintain order, enforce laws, contribute to national security, ensure the safety of important political and state dignitaries, and provide operational support services to other police and law enforcement agencies;
- advancing the federal Government's public safety commitments and related social policy and law enforcement priorities;
- within the constitutional framework of Canada and the current priorities of the Government, balancing our federal role (which is non-discretionary under the *RCMP Act*) with our contract role, our national infrastructure and national police services, and our international peacekeeping and other roles; and
- delivering our services in an integrated, seamless way to our client communities through our four main business lines.

C. Factors Influencing the RCMP

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:

Government Commitments

- Given the existence of outstanding land claims and other grievances, there could be potential for increased police presence to maintain order in the aboriginal community. The recent Supreme Court decision regarding

Aboriginal fishing rights may continue to create tension between native and non-native fishers requiring RCMP intervention.

- The police must respond to new requirements such as the Firearms Legislation, international fraud, telemarketing, and money laundering.
- Due to the Canadian government's continuing participation in international initiatives to stabilize democracies and peace in foreign countries, there will be an increased requirement for civilian police participation in peacekeeping efforts which will be an important part of Canada's commitments abroad.
- Continuing financial prudence and comptrollership remain key government objectives.





- Comptrollership, in particular, and management by results are becoming increasingly important in an environment which focuses on value for money and impact measurement.
- A safe and stable society is the foundation for a productive and prosperous economy. The RCMP and its partners are tasked with playing a key role in creating this environment so that Canada can project the image of a country with strong financial market integrity in order to assure investors about the future security of their investment.

- The new Social Union framework will redefine the evolution of social policies in Canada and is likely to influence federal/provincial/territorial discussion on criminal justice issues.
- While citizen safety and crime prevention remain priorities at all levels of government, at the same time, there is strong support for stiffer sentences, particularly for young offenders. Government initiatives will require the RCMP and its partners to implement balanced strategies which further enhance broader community involvement in restorative justice, as an effective alternative to the traditional criminal justice system.

Economic Climate

- Growth in the legitimate economy (especially the Internet) may also be accom-

panied by a growth in economic crime, particularly in organized crime.

- The scope of organized crime syndicate activities is widening and becoming entrenched in middle class business communities as a parallel economy.
- Baby boomers will soon have \$300 billion in investments, creating extensive opportunities for criminal activity.
- Funding strategies with horizontal partnerships and broad social objectives are more likely to be successful.

Legislative Changes

- The *Stinchcombe* decision, requiring pre-trial disclosure of evidence, is an increasingly expensive and time consuming task with the increased use of audio and visual recording equipment and the large volume of documents and transcripts resulting from major cases.
- The Supreme Court decision *R v. Feeney* requires police officers to obtain judicial authorization before entering a residence to make an arrest, with or without an arrest warrant. The resulting procedural changes increase the documentation and time required for police officers to make an arrest.
- The Supreme Court decision in *R v. Shirose and Campbell* has prevented the police from

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using certain pro-active investigative techniques, necessitating to find alternative methods to investigate such offences as smuggling; current legislation provides for the use of these techniques only in drug enforcement investigations.

- Bill C-208 amending the *Access to Information Act* to provide for sanctions against persons who destroy, alter, falsify, or conceal a record will increase enforcement and investigation requirements.
- The *Corruption of Foreign Public Officials Act*, enacted in 1999 is likely to involve the RCMP in the investigation of corruption cases.
- Legislation providing peace-officer authority to customs officers at Ports of Entry may increase the number of follow-up investigations for the RCMP.

Changing Social Values and Societal Expectations

- Canadians continue to press for effective independent reviews and scrutiny of legislation, policies and practices of the criminal justice system.
- 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.

- Public concern with the accountability of government institutions is growing.

Shifting Demographics

- An aging society increases the number of vulnerable people, whose fear of crime may have an impact on demand for police intervention.
- The increasing proportion of elderly adults who fear crime more than any other age group may call on policing services more often.
- Increased cultural diversity, through immigration, may create increasing opportunities for competing ethnic conflicts and assist in facilitating the spread of transnational organized crime .
- A higher than average growth rate of the aboriginal population, may lend urgency to aboriginal justice matters.

Crime Trends

- Reports indicate that the actual crime rate is dropping, however, there is a continuing public perception that crime is on the increase and there is a particular concern in the areas of violent crime, youth crime, family violence and hate crime.
- While traditional measures of crime may be declining organized crime is growing rapidly and continues to pose the greatest threat to Canadians



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as a whole and the greatest challenge for all law enforcement agencies.

- Many organized crime groups are international which have an impact on investigative costs.
- The incidence of white collar crime is increasing, particularly in areas of telemarketing scans and cyber fraud, credit card forgeries, bogus investment schemes, and employee theft.
- Organized international crime will increase within a borderless world and globalization and technological advances will facilitate the work of criminal networks
- Organized crime is expected to be associated with the diamond industry in the Northwest Territories.
- Canada remains a favoured destination and a transit country for smuggling, including illegal alien smuggling.

Technology

- The DNA data bank will provide police with a valuable tool for solving crimes and gaining convictions.
- Successful policing operations will require: appropriate legislative frameworks, acquisition of specialized technical equipment, research for new

technologies and the recruitment, training, development and retention of highly skilled personnel.

- Increasingly complex criminal networks and their increased use of such technology as encryption and scanning devices in the commission of crimes is demanding innovative technological response which significantly increases the complexity of investigations and their associated costs.
- Canada's national critical infrastructures are both physical and cyber-based systems essential to the daily operations of the government and the economy. Many such infrastructures were formerly segregated, but are now interconnected through complex computer networks making them more vulnerable targets to serious criminal activity, through both physical and cyber attacks.
- Developing and maintaining expertise in the prevention, detection, investigation and prosecution of crime involving Canada's national critical infrastructures, which could compromise public safety or cause serious harm to the Canadian economy, is of particular concern to those in law enforcement and the RCMP.



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Internal Factors

- Continuing efforts to produce cost-savings, management efficiencies and alternative service delivery.
- Strong participation in support of horizontal issues across government and the portfolio of the Solicitor General.
- Continuing efforts to implement measures reflected in the government Quality Service Initiative into the service delivery mechanisms of the RCMP, through community policing.
- Continuing efforts to develop sound performance indicators as part of government-wide efforts to demonstrate value for money and accountability.
- Continuing efforts to consolidate the regionalisation of service delivery, the realignment of business lines, strategic priorities and operational priorities.
- Identifying sources of future funding for the integration of police information reporting systems.
- Finding new innovative and effective measures to combat crime, building on initiatives such as DNA analysis, Firearms Registry and IPOC (Integrated Proceeds of Crime Unit).
- Beginning preparations for the next review of the contract cost base in 2002.
- The appointment of a Chief Information Officer to ensure alignment of the Informatics Program to the technological needs of the organization.
- The appointment of a new Deputy Commissioner for Organized Crime and Operational Policy to champion the fight against organized crime strategic priority.
- The appointment of a new Deputy Commissioner for Strategic Direction to strengthen our strategic capacity and our partnerships with government to better contribute to legislative, policy and budget development.
- The appointment of a Comptroller leading to the modernization of Comptrollership within the RCMP.
- The appointment of a new Deputy Commissioner for National Police Services and Technical Infrastructure to strengthen our accountability to government and our law enforcement partners.
- The appointment of four National Organized Crime Officers to coordinate, at a strategic level, efforts to combat organized crime in each region.



- The recruitment and training of new cadets to meet a growing demand for services.

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:

- maximizing the value derived from the integration of federal, contract and national police services at the operational level;
- providing a multi-jurisdictional approach that is made possible by its national infrastructure; and

- 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, fulfil 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. Departmental Planned Spending

(\$ millions)	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<input type="checkbox"/> Budgetary Main Estimates	1,963.4	2,325.8	2,006.2	1,981.8
<input type="checkbox"/> Non-budgetary Main Estimates	0.0	0.0	0.0	0.0
<input type="checkbox"/> Less: Respendable Revenue	(775.3)	(893.9)	(792.0)	(792.0)
Total Main Estimates	1,188.0	1,431.9	1,214.2	1,189.8
<input type="checkbox"/> Adjustments to Planned Spending Program Integrity	148.6	11.4 3.6	18.1 194.6	7.2 230.6
Net Planned Spending	1,336.6	1,446.9	1,426.9	1,427.6
<input type="checkbox"/> Less: Non-respendable revenue	11.6	11.6	11.6	11.6
<input type="checkbox"/> Plus: Cost of services received without charge	73.0	73.0	73.0	73.0
Net Cost of Program	1,398.0	1,508.3	1,488.3	1,489.0
Full Time Equivalents	20,020	19,793	19,692	19,692

*Reflects best forecast of total planned spending to the end of the fiscal year.
FTE numbers reflect utilization.





Section III: Business Lines Resources, Expected Results, and Plans and Priorities



Federal Policing Services

A. Planned Spending and Full Time Equivalents (FTE)

FEDERAL POLICING SERVICES	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
▣ Program Spending (\$Millions)	558.0	597.8	590.6	588.3
▣ FTE's Subject to RCMP Act	4,513	4,562	4,483	4,483
▣ FTE's Subject to PSE Act	514	557	535	535

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

B. 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.

Federal policing represents the core mandate of the RCMP at the national level. Federal policing services help ensure *safe homes and safe communities* in our streets and communities, and at our international borders. We are dedicated to providing Canadians with federal services to ensure a

prosperous and stable economy and to protect the Canadian economy against criminal organizations in areas that many Canadians seldom experience directly (e.g., corporate crime, fraudulent telemarketing schemes, stock market fraud, crime in "cyberspace"). Quality federal policing services are delivered through community policing principles, which involves analytical problem solving, team work and partnering with the communities we serve.

Protecting Canadians against organized crime, as our federal policing priority, is a significant challenge, because:

RCMP OBJECTIVE:

Safe Homes and Safe Communities

STRATEGIC PRIORITY:

To provide Canadians with protection against organized crime



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

Short-term outcomes include:

- Public compliance with the Criminal Code and other Federal Statutes.
- While not being a policing or law enforcement objective, one welcome by-product is often an increased financial return to government (such as increased tax revenues resulting from anti-smuggling initiatives); these returns are often in proportion to the amount invested in law enforcement.

Medium-term impacts include:

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

Broader outcomes are reflected in:

- a safer investment climate and a stronger economy,

- a greater respect by Canadians for the law, and
- an increased sense of safety and security by Canadians

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

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

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

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

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Figure 5: Strategies and Tools to Combat Organized Crime

Strategies to Combat Organized Crime:	Tools to Combat Organized Crime:
<p>Targeting the suppliers of illicit goods and services by focusing on the upper ranks of criminal organizations by long-term intelligence gathering and investigations that are project oriented and multi-disciplinary</p> <p>Targeting the supply of illicit goods and services (i.e., reducing the supply of illicit commodities and services) by interdiction, closing off opportunities for crime, disrupting specific criminal activities and locations (e.g., marine ports of entry, our borders) and by addressing new and innovative criminal activities (e.g., telemarketing)</p> <p>Promoting a reduction in the demand for illicit goods and services through public education and awareness (e.g., for drugs), and prevention</p> <p>Targeting the incentives for crime (i.e., reducing the motivations of offenders) by removing the profits of criminal activities (i.e., IPOC)</p> <p>Forging strategic regional, national and international partnerships with other law enforcement agencies, other government agencies, and the private sector</p>	<p>Timely, tactical and strategic intelligence on criminal acts, individual criminals and criminal organizations - produced, gathered and shared with CID, CISC and Canadian and foreign police agencies</p> <p>Physical and electronic surveillance, conducted in partnership with other law enforcement and government agencies.</p> <p>Information technologies developed with law enforcement partners linked to our National Police Services</p> <p>Legislative instruments (e.g., <i>Criminal Code</i>, other federal statutes) developed with Justice Canada, Solicitor General Canada, other federal departments</p> <p>Financial measures (e.g., duties, taxes) in cooperation with Dept. of Finance, Canada Customs & Revenue Agency</p> <p>Public education and information in partnership with HRDC, Industry Canada, Health Canada and the private sector</p> <p>Training and recruitment to build and enhance knowledge and expertise</p>

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

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



C. Key Result Commitment, Expected Results, Plans and Priorities for Federal Policing Services

I.1 Expected Result: Reduction in the Economic Incentives for Enterprise Crime

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

Strategies:

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

Plans and Priorities:

- Working with our partners: to implement the new proposed mandatory requirements for reporting suspicious transactions, including investigating

referrals from a new agency which will collect, collate and refer suspicious transactions to police; and to implement the proposed new cross-border reporting requirements.

- Expanding measures to reduce the costs associated with legal requirements to disclose all information to defence counsel.
- Developing and delivering training initiatives for Integrated Proceeds of Crime/Proceeds of Crime personnel and related partners.

Performance Indicators:

- Trends in the value of assets seized.

Partners:

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

Key Result Commitment:

Protection against organized crime





Key Result Commitment:

Protection against
organized crime



1.2 Expected Result: A Contribution to a Reduction in Smuggling and Contraband Distribution

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

Strategies:

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

Plans and Priorities:

- Training with national/international partners to develop innovative investigative techniques and strengthen cooperation between law enforcement agencies.
- Implementing recommendations arising from the evaluation of the ASI program.

- Developing an awareness program; initiatives include the development of a global impact statement for use in judicial proceedings, information for the general Canadian population on the detrimental role of organized crime in smuggling.
- Enhancing the intelligence collection, analysis and dissemination based on commodities, industrial sectors and organized crime involvement in smuggling activities.

Performance Indicators:

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

Partners:

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



1.3 Expected Result: A Contribution to a Reduction in Migrant Smuggling

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

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

Strategies:

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

Plans and Priorities:

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

Performance Indicators:

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

Partners:

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

Key Result Commitment:

Protection against organized crime





Key Result Commitment:

Protection against
organized crime



1.4 Expected Result: A Contribution to a Reduced Supply of and Demand for Illicit Drugs

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

Strategies:

- Reducing the supply of illicit drugs by preventing large drug shipments from entering Canada.
- Preventing illicit drug distribution across Canada.
- Lessening the demand for illicit drugs through prevention and public educational initiatives.
- Fostering international cooperation through training, workshops, study tours and other assistance to drug transit and source countries.

Plans and Priorities:

- Implementing a new demand reduction strategy as part of a comprehensive a collaborative social, health and judicial process that will focus on the delivery by front-line police officers of proven substance abuse programs and services to youth, communities and work places that are designed to reduce demand, supply and harm and promote a drug free lifestyle.
- Focussing on the social and economic costs of drug use and abuse. The RCMP is working to have the media focus less on the dollar values of drugs seized, conveying instead the social and economic costs of drug use/abuse such as hospitalizations,

addiction treatment, traffic accidents, increasing use of certain drugs, etc.

- Refocussing the activities of the Drug Awareness Service with particular emphasis on youths and develop performance indicators.
- Reorganizing small Drug Enforcement Units (less than eight FTEs) within each Division, to incorporate them into larger units to be more effective.
- Enhancing and providing existing training in the areas of source development and handling undercover operations and witness protection.
- Developing improved performance indicators and resource allocation models for all drugs initiatives through the use of information technology.

Performance Indicators:

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

Partners:

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



1.5 Expected Result: A Contribution to a Reduction in Economic Crime

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

Strategies:

- Preventing crime through education and public awareness.
- Detecting, investigating, and prosecuting organized criminals.
- Using tactics that disrupt economic crime activities.
- Improving our relationship and service delivery with other federal government departments with whom we have agreements and/or mandated responsibilities.
- developing national and international partnerships.

Plans and Priorities:

- Enforcing new offences for telemarketing fraud and similar offences, as well as the new authority to undertake the interception of communications.
- Enforcing new offences on enterprise crime, including the offence of Printing in Likeness, and using provisions for the seizure and forfeiture of crime proceeds.
- Developing coordinated national strategies including the formation of joint task forces to combat fraudulent telemarketing with the participation of other law enforcement agencies, federal government departments, regulatory agencies, and the private sector.
- Building on existing information services, developing and maintaining a central repository and analysis capability for public

complaints about fraudulent telemarketing in cooperation with partners of other law enforcement agencies, government departments, and the private sector.

- Entering into a formal agreement with other federal government departments and various provincial regulatory agencies to enhance our role in national and international securities fraud enforcement, particularly virtual stock exchanges and fraudulent manipulative schemes that originate from locations unknown in cyberspace.
- Participating in the G8 Working Group on International Organized Payment Card Crime focussing on international cooperation and the harmonization of criminal laws related to counterfeit payment cards.
- Developing partnerships with technology development corporations, expanding cooperative efforts with law enforcement, security and intelligence, and other government agencies in Canada and abroad, as well as expanding existing cooperative efforts with domestic and private sector industry groups.

Performance Indicators:

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

Partners:

SGC, Bank of Canada, Industry Canada, Superintendent of Financial

Key Result Commitment:

Protection against organized crime



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



Key Result Commitment:

Protection against
organized crime



1.6 Expected Result: Effective Enforcement of Other Federal Statutes

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

Strategies:

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

Plans and Priorities:

- Conducting a study of the *Family Orders and Agreements Enforcement Assistance Act* on the cost effectiveness of seizing passports from persons who are in arrears for their family support payments.
- Partnering a project with CIC to improve the screening of individuals associated with

organized crime, war criminals, and terrorists.

- Expanding and improving training provided through Project Pipeline/Convoy/Jetway and encouraging all RCMP program areas and outside law enforcement agencies to see the value of the program.
- Developing new and stronger relationships with stakeholders in the private sector.
- Developing new partnerships with the RCMP international partners in areas such as environmental crime.
- Creating new positions at Vancouver, Toronto and Montreal airports to assist in the fight against organized crime.

Performance Indicators:

- Reduced legal activities relating to federal statutes, especially copyright and environmental law (e.g. hazardous waste and endangered species).
- Reduced overlap and duplication in federal law enforcement

Partners:

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



1.7 Expected Result: Enhanced Quality of Criminal Intelligence and Information

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

Strategies:

Strategies of the RCMP Criminal Intelligence Program include:

- Enabling transnational crime and terrorism to be countered at their sources.
- Identifying trends in transnational crime and tracking structures, networks, methods of operation and vulnerabilities of criminal organizations and terrorist groups.
- Adopting an innovative method for prioritizing law enforcement organized crime target groups for the RCMP nationwide.

Plans and Priorities:

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

- Strengthening existing domestic and international partnerships and forging new ones, including the private sector.
- Monitoring national enforcement priorities established in 1999 and providing intelligence support of operations addressing those priorities.
- Monitoring national enforcement priority intelligence collection plans developed in 1999.
- Promoting the National Criminal Database (NCDB) and the Secure Criminal Information System (SCIS) as the sole repositories of all RCMP criminal intelligence and ensure compliance across the Force.
- Monitoring of new and emerging criminal and national security issues.

Performance Indicators:

- Satisfaction of key partners and clients.

Partners:

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

Key Result Commitment:

Protection against organized crime





Key Result Commitment:

Protection against
organized crime



1.8 Expected Result: Effective Protection and Security for Canadian and Foreign Dignitaries

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

Strategy:

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

Plans and Priorities:

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

Year 2000

- Organization of the America General Assembly in Windsor, Ontario
- 16th World Petroleum Congress in Calgary, Alberta
- Conference of the Commonwealth Ministers of Education in Halifax, Nova Scotia

Year 2001

- Third Summit of the Americas in Quebec City
- Jeux de la Francophonie in Ottawa, Ontario
- Addressing the rapidly increasing costs of providing protection for international travel by dignitaries and increases in the number of international summits in Canada.
- Aligning resources and closely monitoring of costs to produce further savings for relocation to priorities.

Performance Indicators:

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

Partners:

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



1.9 Expected Result: Effective International Liaison

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

Strategies:

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

The Liaison Officer program:

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

nal activities and related proceeds of crime investigations.

The Interpol program:

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

Plans and Priorities:

- Increasing our Canada's Drug Strategy program personnel to meet rapidly growing requests for assistance from LOs.
- Organizing workshops in Lyon for European-based liaison officers and in the Far East for Asian-based liaison officers.

Performance Indicators:

- Improved international cooperation with foreign police agencies and government.
- Satisfaction with LO assistance.
- Increased involvement of Canadian police agencies in the Interpol Program.

Partners:

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

Key Result Commitment:

Protection against organized Crime





Contract Policing Services

A. Planned Spending and Full Time Equivalent (FTE)

CONTRACT POLICING SERVICES	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
□ Program Spending (\$Millions)	363.1	343.4	349.1	348.4
□ FTE's Subject to RCMP Act	10,060	10,248	10,248	10,248
□ FTE's Subject to PSE Act	1,097	1,227	1,227	1,227

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

B. 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 three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal, and aboriginal governments.

The federal government has policing agreements with the eight provinces and three territories. These 20-year agreements are in effect until the year 2012.⁴

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

To help achieve our strategic priority of safe homes and safe communities, we provide quality

service delivered through community policing. This means solving local crime problems in partnership with the communities we serve. It involves both reactive and proactive ways of solving and preventing local crime problems.

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

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

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

Our strategies include:

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



- Promoting public education and awareness

Federal Benefits from Contract Policing

The Federal government gains certain benefits from the RCMP providing policing services under contract to the provinces, territories and municipalities. Firstly, it provides a national infrastructure to advance law enforcement priorities of the Federal government across the various jurisdictions and to deliver Federal programs. Additionally, the RCMP is a symbol of national unity and social cohesion given its presence throughout Canadian communities. The RCMP provides a federal presence and program delivery in remote areas and large municipalities 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.

Combatting organized crime is a key priority of the Government's Safe Homes, Safe Communities agenda articulated in the 1993 Red Book of Crime and Justice Package, and is linked to one of seven Government priorities in the 1999 Speech from the Throne "Building Stronger Communities - Promoting Safe Communities". Since organized crime groups penetrate and attack national institutions as well as federal, provincial and municipal institutions alike, therefore, the federal government's

key priority is advanced by the RCMP's presence in many communities across the country.

The participation of Canadian police officers in the Federal Government's international human security peace building initiatives ties in with the RCMP Organized Crime Priority as well as the other strategic priorities of building safer Canadian communities and investing in knowledge and creativity. RCMP participation contributes to efforts to restrict the environment in which transnational organized crime groups flourish and is aligned with, not only the Solicitor General's public safety priorities, but the overall objectives of front-line police service delivery as well. RCMP involvement promotes peace and stability to war-torn communities, thereby helping to build democratic institutions; while enhancing the knowledge and appreciation of police officers for diverse cultures now living in Canada.

The coaching and mentoring of police officers within conflict areas by Canadian peace building police officers not only assists foreign police forces to investigate and manage their own criminal investigations but also fosters closer relationships with international partners, which will ensure a common front is waged against organized crime through shared information and training. Disrupting organized crime groups attempting to gain a foothold in fractured countries should lessen the impact of this criminal element in Canada.

RCMP OBJECTIVE:
Safe Homes and Safe Communities

STRATEGIC PRIORITY:
*To provide Canadians with:
protection from violent and youth crime
alternatives to the traditional criminal justice system for aboriginal peoples
policing services in support of safer homes and safe communities*



C. Key Result Commitments, Expected Results, Plans and Priorities for Contract Policing Services

2.1 Expected Result: Contribution to a Decline in Violent Crime

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

Strategies:

- Providing a range of appropriate interventions, from law enforcement to restorative justice, in response to a zero-tolerance policy for violent crime.
- Delivering public education and prevention programs.
- Addressing family violence, including child sexual assault.
- Focussing on school violence.
- Sharing offender information (i.e., ViCLAS).
- Improving, through a leadership role, a national law enforcement strategy that will focus and coordinate the national response to the needs of exploited and victimized children in Canada.

Plans and Priorities:

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

- Encouraging the use of law enforcement guidelines pertaining to exploited and victimized children, recently developed jointly with Criminal Intelligence Service Canada (CISC) and the Federal Departments of Justice and the Solicitor General of Canada in support of the Federal Government's priority to protect youth and children.
- Providing educational workshops and seminars to front-line peace officers to ensure they have the tools to conduct timely, thorough investigations of exploited and victimized children in Canada.

Performance Indicators:

- Trends in police-reported crime statistics.
- Trends in results from surveys of crime victims.
- Partnerships with agencies engaged in reducing violent crime.

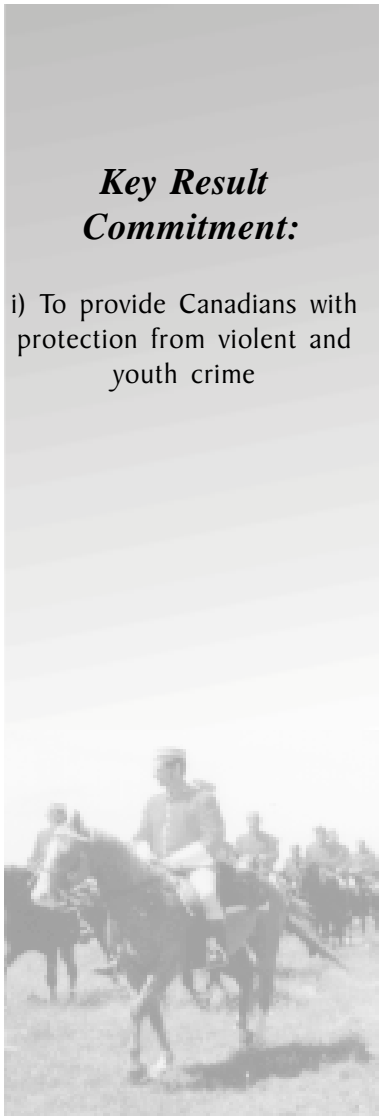
Partners:

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

Key Result Commitment:

- i) To provide Canadians with protection from violent and youth crime





**Key Result
Commitment:**

- i) To provide Canadians with protection from violent and youth crime

2.2 Expected Result: Contribution to a Decline in Youth Crime

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

Strategies:

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

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

Plans and Priorities:

- Building on the five-year strategic plan, looking at adopting a new approach for dealing with youth issues by following a crime prevention through social development, model.
- Developing education resources and programs to enhance safety measure within communities, with a focus on schools, including materials on police liaison in schools, a crime prevention curriculum and further investment in the BC Youth-

Police Network.⁵

- Implementing restorative justice initiatives, such as Community Justice Forums (CJF) to reduce recidivism, especially when targeting the 55 per cent of young offenders responsible for non-serious assaults.
- Exploring alternative justice options such as youth diversion programs as ways of reducing the impact of the formal system on youth at risk.
- Continuing community-based crime prevention programs such as liaison programs and drug awareness programs.
- Examining the reasons why official crime rates are dropping and whether this is due in part to youths not being charged by police (e.g., due to diversion or because of insufficient evidence).

Performance Indicators:

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

Partners:

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



2.3 Expected Result: Contribution to People's Increased Sense of Safety

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

Strategies:

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

Plans and Priorities:

- Developing innovative ways to support local surveys on victimization and fear of being victimized to provide ongoing measures of performance.

- Supporting the national survey of victims as part of the *General Social Survey* in 2000 to see what changes have occurred since the previous surveys were conducted in 1988 and 1993.

Performance Indicators:

- Being fearful about their own risk of being victimized is quite different from having concerns about crime as a social problem. The indicator of the former is: trends in results of surveys of Canadians about their safety concerns, especially their level of comfort in walking around their neighbourhood at night.

Partners:

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

Key Result Commitment:

- To provide Canadians with protection from violent and youth crime





**Key Result
Commitment:**

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

2.4 Expected Result: Policing Approaches that are Responsive to the Needs and Culture of Aboriginal Communities

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

Strategies:

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

Plans and Priorities:

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

- Working with Aboriginal people, communities and other government departments to initiate ongoing strategic responses to social and justice issues affecting Aboriginal communities.
- In partnership with the Aboriginal Nurses Association of Canada (ANAC), developing a comprehensive, collaborative and culturally based response that addresses family violence in a way that looks at health as a state of balance between the individual, the community, the environment and the spiritual world.

Performance Indicators:

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

Partners:

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



2.5 Expected Result: Contribution to a Decline in Overall Crime

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

Strategies:

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

Plans and Priorities:

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

Performance Indicators:

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

Partners:

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

Key Result Commitment:

- iii) Policing services in support of safe homes and safe communities





**Key Result
Commitment:**

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



2.6 Expected Result: Contribution to a Decline in Property Crime

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

Strategies:

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

Plans and Priorities:

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

Performance Indicators:

- Trends in crime statistics on theft or vandalism.

Partners:

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

2.7 Expected Result: Contribution to Increased Road Safety

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

Strategies:

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

Plans and Priorities:

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

Performance Indicators:

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

Partners:

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



2.8 Expected Result: Reduction in the Level of Public Complaints Found Justified

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

Strategies:

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

Plans and Priorities:

- Further implementing an automated public complaints information system throughout the RCMP.

- Updating the existing system and reviewing the possibility of implementing a more user-friendly, flexible and affordable Public Complaints Reporting System.

Performance Indicators:

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

Partners:

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

Key Result Commitment:

- iii) Policing services in support of safe homes and safe communities





**Key Result
Commitment:**

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

2.9 Expected Result: Increased Satisfaction Levels of Clients and Partners

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

Strategies:

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

Plans and Priorities:

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

- Preparing for the next review of the 20-year Police Service Agreements scheduled for 2002 with eight provinces and three territories.
- Developing a cost-effective model of policing in British Columbia, Alberta, Newfoundland, Nova Scotia and Manitoba.

Performance Indicators:

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

Partners:

Communities and community organizations.



National Police Services



A. Planned Spending and Full Time Equivalents (FTE)

NATIONAL POLICE SERVICES	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
□ Program Spending (\$Millions)	220.4	276.0	265.8	272.5
□ FTE's Subject to RCMP Act	1,143	1,025	1,025	1,025
□ FTE's Subject to PSE Act	811	375	375	375

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

B. Business Line Objective

The objective of the National Police Services (NPS) is to provide specialized leading edge 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.

The RCMP's National Police Services are the "glue" which helps to provide an integrated national system, essential for the timely, efficient and effective operation of Canada's 400 or more law enforcement agencies, from large provincial, or municipal police services to small, local ones. The RCMP is also the largest user and consumes approximately 30 per cent of these services.

RCMP OBJECTIVE:

Safe Homes and Safe Communities

STRATEGIC PRIORITY:

To provide Canadians with law enforcement investigative tools and information



C. Key Result Commitment, Expected Results, Plans and Priorities, and Resources for National Police Services

Key Result Commitment:

To provide Canadians with law enforcement investigative tools and information



3.1 Expected Result: Enhanced Client Access to Advanced Forensic Analysis

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

Strategies:

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

- Building the DNA Data Bank (pursuant to the *DNA Identification Act*).
- Preparing for implementing the diamond fingerprinting technology.
- Providing timely conclusions from forensic examinations of DNA samples, suspected counterfeit banknotes, travel and other documents.

Plans and Priorities:

- Preparation continues for accrediting the forensic science program through the Standards Council of Canada. With the initial accreditation audit completed for one laboratory, applications for accrediting laboratories will be submitted in 2000.
- DNA Backlogs and turnaround times will be reduced and/or the volume of cases processed will increase. As well, resources will be reallocated internally to reduce the backlog.
- Performance Standards for casework will be set. Performance will be measured and results will be published

both internally and externally to clients.

- Private sector laboratory assistance for DNA analysis is being sought through a competitive bidding process.
- A client advisory committee will be established and client engagement to optimize the use of forensic services will be increased.
- Process improvement efforts will be intensified.
- Client satisfaction information provided when evidence is returned to clients following analysis will continue to be compiled through the Quality of Service Questionnaire.

Performance Indicators:

- The degree of nation-wide coverage for the RCMP's enhanced DNA analysis reporting service.
- The average turnaround time for conclusions from forensic examinations.
- Client satisfaction with the contribution of forensic examinations to the resolution of criminal investigations.

Partners:

Canadian police investigators, Crown prosecutors, federal departments and agencies, provincial governments, international law enforcement agencies and private sector suppliers and service providers.



3.2 Expected Result: Enhanced Client Access to Criminal, Fingerprint and Firearms Records

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

Strategies:

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

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

Plans and Priorities:

- Concentrating on quality police information management to provide the right tools to improve our investigative, decision support and networking capacity with our criminal justice partners (moving to implement the Integrated Police Information Reporting System - IPIRS).
- Implementing the preliminary project planning phase for Real Time Identification (RTID), a technological program strategy to integrate the various offender information

systems and provide a seamless, paperless record from arrest to incarceration; finalizing RTID will ensure the elimination of backlogs and lengthy delays in maintaining current criminal records.

- Modernizing the Canadian Police Information Centre (CPIC), the national criminal justice information-sharing mechanism linking criminal justice law enforcement partners within Canada and internationally.
- Adopting the National Institute Standards for the electronic international exchange of fingerprint information.
- In partnership with the Department of Justice, implementing strategies to encourage Canadians to register their firearms within the four year timeframe provided by the Bill C-68, An Act Respecting Firearms and Other Weapons, enacted December 1, 1998 (this one is new).
- Undertaking a process mapping and review to determine re-engineering implementation strategies focused on streamlining workflow, enriching the work environment and cultivating a more resource efficient delivery to timely and quality services to the Canadian citizens and law enforcement community.

Key Result Commitment:

To provide Canadians with law enforcement investigative tools and information



 NOTES

- Creating the office of a Chief Information Officer to coordinate, consolidate and manage the various means and technologies used in the gathering, storage and utilization of information.
- Streamlining the criminal record verification process through the implementation of an integrated data entry system that will reduce its turn-around time for request.
- Participating with the Solicitor General 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 agencies.
- Improving the computer and telecommunications infrastructures supporting the operations of the RCMP and the services supplied to its partners. These plans cover the National Police Services Network (NPSN) and the RCMP's internal Office Support System (ROSS).
- Participating in shared radio systems with other public safety organizations such as the Greater Vancouver area of British Columbia (E-COMM) and the Ottawa Carleton Regional Voice Radio Communications System (OCRVRCS), these being examples of opportunities to partner for reduced costs and improved inter-operability.
- Modernizing of various aging radio telecommunications systems to reduce telecommunications costs.

Performance Indicators:

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

Partners:

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



3.3 Expected Result: Effective and Timely Sharing of Criminal Intelligence

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

Strategy:

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

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

Plans and Priorities:

- Forging partnerships with private industry to develop new technological capacities.
- Exploring options with both traditional and non-traditional partners to improve the quality of intelligence reports.

- Forging new international partnerships in response to the growing globalization of organized crime, particularly regarding the National Strategy to Combat Outlaw Motorcycle Gangs and the National Strategy Against the Sexual Exploitation of Children.
- Redeploying existing resources and acquire additional expertise to provide information and intelligence on the national priorities and emerging issues regarding organized crime.

Performance Indicators:

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

Partners:

Over 370 partner agencies.

Key Result Commitment:

To provide Canadians with law enforcement investigative tools and information





3.4 Expected Result: Advanced Training, Research and Information Services

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

Strategies:

Strategies of the Canadian Police College (CPC) include:

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

Plans and Priorities:

- Exploring partnerships in the delivery of courses with private industry.
- Forming a partnership and strategy to rationalize the delivery of police training nationally.

- Modifying investigative techniques courses to ensure that organized crime issues and elements are incorporated.
- Developing courses on high technology crime and cybercrime to keep up with emerging crime trends.
- Modifying learning instruments to reflect emerging technologies and the needs of a more diverse clientele.
- Providing improved access to CPC Library and other services via the Internet.
- Developing further the CPC's Executive Development Program.
- Improving our distance education capability.

Performance Indicators:

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

Key Result Commitment:

To provide Canadians with law enforcement investigative tools and information



Partners:

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



Peacekeeping Services

A. Planned Spending and Full Time Equivalents (FTE)

PEACEKEEPING SERVICES	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
□ Program Spending (\$Millions)	0.0	0.0	0.0	0.0
□ FTE's Subject to RCMP Act	61	0	0	0
□ FTE's Subject to PSE Act	0	0	0	0

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

Note 1: While there are Program costs incurred in this Business Line, all such costs are recovered from CIDA under agreement.

Note 2: FTE numbers for 1999/2000 represent utilization.

Note 3: Planned spending is gross (i.e. before revenue)

B. 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).

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

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

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

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

RCMP OBJECTIVE:

Safe Homes and Safe Communities

STRATEGIC PRIORITY:

To provide Canadians with civilian police for peacekeeping missions



C. Key Results Commitments, Expected Results, Plans and Priorities for Peacekeeping Services

Key Result Commitment:

To provide Canadians with civilian police for peacekeeping missions



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

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

- Providing Haiti with active and retired police officers from the RCMP and other Canadian police forces who will act as technical advisors to the senior executives of the National Haitian Police.
- Providing Kosovo with technical advisors to assist in the building of a professional police force.

Strategies:

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

Performance Indicators:

- Appropriate Canadian police personnel deployed in accordance with Canada's commitment to each mission's mandate.
- Satisfaction with RCMP management of Canadian civilian police peacekeeping program, as expressed by the international authority responsible for each mission and by key Canadian partners in peacekeeping.

Plans and Priorities:

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

Partners:

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



4.2 Expected Result: Enhancement of Canada's International Reputation

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

Strategy:

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

Plans and Priorities:

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

- Developing Canadian regional training and support programs in the Balkan countries to assist in their efforts to recover from the war in Kosovo and its aftermath.

- Delivering a peace support training project in Francophone Africa.

Performance Indicators:

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

Partners:

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

Key Result Commitment:

To provide Canadians with civilian police for peacekeeping missions





Internal Services

A. Planned Spending and Full Time Equivalents (FTE)

INTERNAL SERVICES	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
□ Program Spending (\$Millions)	195.1	229.7	221.4	218.4
□ FTE's Subject to RCMP Act	751	651	651	651
□ FTE's Subject to PSE Act	1,070	1,148	1,148	1,148

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

B. Business Line Objective

The Internal Services support the management of the organization.

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.

Corporate Management assists in promoting the interests of the RCMP and the police community in general, and indirectly the law enforcement

priorities of the federal government, through its review of Departmental policy initiatives and draft legislation in order to identify the potential impacts they may have on police policies, procedures and operations. In addition, Corporate Management facilitates the efforts of RCMP managers to make links between the organizations strategic priorities and broader government priorities and initiatives.

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



C. Key Plans and Priorities for Internal Services

5.1 Human Resources

Human Resources 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. HR's focus will be on supporting the Force's operations and business lines. It will be structured in such a fashion that is simple, flexible, timely. It will serve the client in a consultative fashion, helping the organization strive for excellence in the delivery of policing services.

As part of the implementation phase of the Alignment Initiative, a Human Resources Alignment Implementation Team (HRAIT) has been established to implement the strategic initiatives of Human Resources. Their mandate is to guide the implementation of all HR-related decisions taken by the Senior Executive Committee (SEC), as well as linking the work in HR to other Alignment initiatives taking place in areas such as the Role of Headquarters and Operational Models.

Plans and Priorities:

- **Business Line Partnership Model:** In order to become a strategic, collaborative, integrated and relevant partner in the pursuit of organizational goals, a Partnership Model will be implemented. This will include assigning an HR position to each of the business lines, and adopting a committee governance structure (HR Strategy Council) as a decision making framework.
- **Competency/Performance Gaps:** Within each of the business lines, a competency/performance gap analysis will be conducted, options will be assessed and measures and strategies will be developed to close the gap.
- **Career Development:** New career streams will be identified and developed to provide the organization with the capability to attract, recruit and retain "qualified" candidates into highly specialized fields. An action plan will be put in place to provide development for our Career Counsellors, as well as support programs and career planning tools and resources for our employees.
- **Leadership:** Leadership capabilities within the organization will be enhanced.
- **Learning and Development:** A continuous learning strategy will continue to be implemented through modern, cost effective learning/training opportunities in order to develop the key competencies that enable individuals to perform current or future jobs.
- **HR Planning Tools and Resources:** HR planning mechanisms will be developed to ensure that strategic decisions are guided by factual information and not assumptions. The Human Resources Management Information System (HRMIS) will increase our capacity in this respect.
- **Strategic Planning Process:** A strategic planning process will be initiated to align corporate/regional systems, structures and work processes in a manner that is congruent with RCMP priorities.





5.2 Corporate Management

Corporate Management will ensure effective and collaborative contributions in support of Government and RCMP priorities and directions and the vision and principles of modern comptrollership.

Plans and Priorities:

Strategic and Operational Planning: The RCMP will continue to refine and adjust the new planning cycle through:

- The integration with operational, financial, human resources and information technology planning.
- Enhanced, more inclusive consultation with partners in business planning.
- Ensure accountability for planning.
- Improve performance reporting by the integration of financial and operational information.

Financial Management: The RCMP will reorganize and renew its financial function through:

- Implementing the Government's Financial Information Strategy (FIS)⁷.

5.3 Alternative Service Delivery (ASD)

The RCMP continues its broad Alternative Service Delivery review.

Plans and Priorities:

- The ASD review at the Training Academy at Depot Division will be completed in early 2000. A decision on whether to proceed with outsourcing the identified activities or not is expected by mid-year.
- Lessons learned are being applied to other current ASD reviews within Compensation Services, Health Services, Forensic Laboratories, Information Management and Information Technology, Real Property Management, Material and Services Management, Canadian Police College, Technical Operations, including Air Services. These reviews are scheduled to be completed within the 2000-2001 planning period.
- Other areas of the RCMP are potentially open for ASD, e.g., activities within public affairs, security, training, recruiting, etc. Additional ASD reviews may be initiated during the 2000-2001 planning period.





5.4 Public Affairs and Information

The Public Affairs and Information Program assists the RCMP to achieve its strategic priorities by raising public awareness and increasing understanding of programs and activities. It also promotes and enhances employee, client and partner support for its services.

Plans and Priorities:

- Building upon our relationship with the RCMP Veterans' Association to establish a true partnership. As a first step an arrangement has been reached whereby the Veterans' Association will assume the publishing of the RCMP Quarterly magazine, thereby freeing resources to pursue strategic priority communication objectives.
- Continuing our partnerships with the Canadian Tourism Commission and other government agencies.
- Partnering with the Trans Canada Trail Foundation and ParticipACTION to be part of the Relay 2000 millennium project.
- Musical Ride performances in each provincial capital to assist in millennium celebrations and to continue to promote Canadian unity.
- A tool kit of communication products for front-line managers: to assist in communicating with employers, stakeholders and client communities.





Section IV: Horizontal Initiatives



NOTES

Modernization of Comptrollership

Modernization is a government-wide initiative being piloted under the guidance of Treasury Board Secretariat (TBS) based on the Report of the Independent Review Panel entitled Modernization of Comptrollership in the Government of Canada. The initiative is essentially a management reform which is about the sound management of resources and effective decision making. It involves a cultural shift in emphasis from controls and compliance to results and values. Modernizing comptrollership means shifting from a primarily financial focus to broader management perspective.

During 1999/2000 fiscal year, the RCMP re-established the role of Comptrollership in the organization and established a secretariat called the Office of Comptrollership responsible for the overall coordination of the initiative within the Force. As well, the Force was accepted as a pilot department on the TBS-led initiative, and work has begun on the following which ultimately will lead to the Modernization of Comptrollership within the RCMP.

Plans and Priorities:

- Recruiting and staffing of the RCMP's Office of Comptrollership.
- Fully engaging in the "pilot" initiative being led by the TBS.
- Preparing to conduct the comptrollership capacity assessment as the beginning

point from which the RCMP's ability to meet the critical success factors identified in the Panel Report can be measured to establish the baseline, and the current RCMP policies and practices can be compared to Public Service and external benchmarks to assess the gaps. The resulting report will recommend priorities and will form the basis for a long-term action plan for modernization comptrollership within the RCMP.

- Preparing an internal communications plan, including awareness programming on the initiative.

By becoming a pilot department, the RCMP joins 11 other federal departments and agencies already taking part in a collaborative initiative where sharing lessons learned, best practices and successful approaches is helping each to progress much faster. Also, as part of the pilot process each department joins three TBS-led committees, which are the Modernization Task Force, the Comptrollership Council, and the Director Generals' Working Group. Participation on these three committees will not only help the participating departments share information and progress toward the end objective, but will also assist in the overall guidance of the initiative within the federal government.



Sustainable Development

NOTES

In December, 1997 the RCMP Sustainable Development Strategy (SDS) was tabled in the House, along with 27 other federal departments. In 1998/99 a status report was included in the RCMP Performance Report to Parliament.

The RCMP Environmental Management System Framework has been developed and approved. The Force is now in the process of applying the framework to those objectives noted in the RCMP SDS (1997). Included in the EMS will be target specific areas for the reduction and conservation of Canada's natural resources as well as the performance measurement tools necessary to determine the RCMP success in meeting the goals as defined in our SDS. Consultation within the RCMP will take place to determine what actions each region can commit to in furtherance of our objectives to support the overall SDS commitments.

Plans and Priorities:

- The RCMP is in the process of establishing regional resources which will be accountable for the implementation, reporting and promotion of its sustainable development agenda.
- The RCMP should have a fully integrated and operational data based environmental management system adding support to its sustainable development strategy.
- The RCMP will be undertaking action to develop strategies on how to address the sustainable relationships of social and economic impacts of their operations.
- The RCMP also plans to expand the consultation process to include our external stakeholders, e.g., provincial, territorial, municipal, and community representatives and partners.



 **NOTES**

Financial Information Strategy

The Financial Information Strategy is a government-wide initiative that forms the basis for upgrading financial and management accounting in departments and agencies with a target implementation date of April 1, 2001.

During 1999/2000 fiscal year, the RCMP established a FIS Implementation Group responsible for the overall coordination of the various initiatives underway that will lead to FIS Implementation in the RCMP. Work has begun on the following initiatives, for completion by April 1, 2001:

Plans and Priorities:

- FIS implementation requires the development of financial, accounting and systems policies and procedures that reflect this environment. Specific policies are being developed in areas such as capital assets, inventory, accounts receivable, and other types of assets and liabilities to reflect accrual accounting using Generally Accepted Accounting Principles (GAAP).
- Accounting for capital assets constitutes a significant element of FIS. The assets verification project will be finalized to account for capital assets and record annual depreciation in the financial records of the department.
- The reconciliation process related to the requirements for reconciling information between the department's financial system and the various central systems will change. The RCMP is determining the requirements for reconciliation under FIS and will develop automated processes that meet both the central agency and departmental requirements.
- The current financial system (TEAM) used by the RCMP will be adjusted to accommodate accrual accounting and double-entry accounting transactions. In addition, interfaces will be built with PWGSC to provide linkages with central reporting systems.
- The RCMP's Chart of Accounts must satisfy internal departmental reporting needs and it must be aligned and mapped to the coding structure used by the central systems.
- Besides the procedural changes that will be required to implement FIS, there will be a requirement for a cultural rejuvenation to obtain the full expected benefits of FIS. To contribute to both these changes occurring, a training and communications program is being developed and will be implemented.



Section V: Financial Information



Summary of Transfer Payments

(\$ dollars)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Grants				
Internal Services				
□ 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
(s) Pensions and other Employee Benefits				
(s) Pensions under the <i>RCMP Pension Continuation Act</i>	30,000,000	27,000,000	27,000,000	27,000,000
(s) 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
(s) 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
Contributions				
National police Services				
□ 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



Net Cost of Program for the Estimates Year

(\$ millions)	Total
Net Planned Spending	1,446.9
Plus:	
Services received without charge	
▫ Accommodations provided by Public Works and Government Services Canada (PWGSC)	9.0
▫ Contribution covering employees' share of insurance premiums and expenditures 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
	1,519.9
Less: Non-Responsible Revenue	11.6
	1,508.3
2000-2001 Net Program Cost (Total Planned Spending)	1,508.3

Source of Responsible and Non-Responsible Revenue

Responsible Revenue

(\$ millions)	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
▫ Services	768.3	886.9	802.4	802.4
▫ Service Fees	7.0	7.0	12.6	12.6
Total Responsible	775.3	893.9	815.0	815.0

Non-Responsible Revenue

(\$ millions)	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
▫ Privileges, Licences and Permits	5.0	5.0	5.0	5.0
▫ Refunds of Prior Years' Expenditures	0.6	0.6	0.6	0.6
▫ Miscellaneous	0.1	0.1	0.1	0.1
▫ Proceeds from Sales	1.3	1.3	1.3	1.3
▫ Disposal of Crown Assets	4.6	4.6	4.6	4.6
Total Non-Responsible Revenue	11.6	11.6	11.6	11.6
Total Responsible & Non-Responsible Revenue	786.9	905.5	826.6	826.6



Summary of Capital Spending by Program and Business Lines

(\$ millions)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Law Enforcement				
Business Lines				
□ Federal Policing Services	24.4	25.4	31.3	31.3
□ Contract Policing Services	62.3	65.6	63.5	63.5
□ National Police Services	27.6	52.9	42.6	35.0
□ Internal Services	6.2	9.8	11.0	11.0
□ Peacekeeping Services	0.0	0.0	0.0	0.0
Departmental Total	120.5	153.7	148.3	140.7

Details on Major Capital Project Spending

(\$ millions)	Current Estimated Total Cost	Forecast Expenditures to March 31, 2000	Planned Spending 2000-01	Planned Spending 2001-2002	Planned Spending 2002-2003	Future Year Spending Requirements
A. FEDERAL POLICING SERVICES						
□ 1. Cornwall Detachment, Cornwall ON (PPA)	8.3	0.0	1.0	6.0	1.2	0.0
□ 2. 'A' Division RMOCCS (DA)	3.3	0.6	2.2	0.5	0.0	0.0
B. CONTRACT POLICING SERVICES						
□ 1. Prince George, B.C. - Northern District (EPA)	7.5	0.6	6.4	0.3	0.0	0.0
□ 2. Saskatoon, SK - Sub-Division (DA)	7.9	0.0	1.9	4.3	1.7	0.0
□ 3. Southern District Office, Calgary AB (I)	17.1	0.1	1.9	10.0	5.0	0.0
□ 4. Division HQ and Detachment, Inuvik Nunavut (PPA)	10.1	0.0	0.7	3.6	4.7	1.1
□ 5. Newfoundland Modernization Telecom System (DA)	7.3	3.1	1.2	1.2	1.2	1.2
□ 6. Telecomms. Equip./System Replacement & Upgrades (DA)	32.2	8.7	6.7	6.7	6.7	6.7
□ 7. CILDS Implementation (EPA)	3.1	0.7	1.5	0.0	0.0	0.0
C. NATIONAL POLICE SERVICES						
□ 1. Ottawa Forensic Lab Addition, Ottawa, ON (EPA)	20.2	4.5	0.9	0.0	0.0	0.0
□ 2. Mainframe Replacement (DA)	4.5	3.0	0.5	0.5	0.5	0.5
□ 3. Automated Fingerprint Index section (AFIS) (DA)	9.1	1.5	1.9	1.9	1.9	1.9
□ 4. Real Time Identification (RTID) (Substantive)	50.0	0.0	0.5	20.0	25.0	4.5
□ 5. DNA Data Bank (EPA)	37.6	4.3	7.8	8.5	8.8	8.2
D. INTERNAL SERVICES						
□ 1. Ottawa Headquarters Renovations, Ottawa ON (PPA)	58.6	0.6	0.6	2.4	3.5	50.3
□ 2. Ottawa Central Cooling Plant, Ottawa ON (S)	3.7	1.2	1.9	0.0	0.0	0.0
□ 3. Pacific Region Support Services Centre, Chilliwack BC (PPA/EPA)	14.2	0.0	9.7	2.9	1.4	0.0
□ 4. Halifax Division Headquarters, Halifax NS (PPA)	28.7	0.2	1.0	9.9	9.9	7.4
□ 5. Edmonton Division Headquarters, Edmonton AB (EPA)	42.6	0.3	0.0	0.0	0.0	0.0
□ 6. Physical Training Addition, Centralized Training Facility, Regina SK (I)	3.4	0.0	0.0	0.0	3.4	0.0
□ 7. New Mess, Centralized Training Facility, Regina SK (I)	6.6	0.0	0.5	5.5	0.6	0.0
□ 8. Whitehorse Division Headquarters, Whitehorse YK (PPA)	10.3	0.0	0.9	4.0	5.0	0.0
E. PEACEKEEPING SERVICES						
OTHER						
Other controlled capital projects between \$400,000 and \$3,000,000	90.9	18.7	25.9	14.5	10.6	14.6



Section VI: Other Information



Contacts for Further Information and Web Sites

Contacts for Further Information on this Report :

Superintendent Robert Connell Telephone: (613) 993-0628
 Strategic Planning and Projects Branch Facsimile: (613) 993-4453
 Royal Canadian Mounted Police
 Nicholson Building - 4th Floor
 1200 Vanier Parkway
 Ottawa, Ontario K1A 0R2

For publications referred to in this Report, please contact:

Public Affairs and Information Directorate
 Telephone: (613) 993-1085
 Facsimile: (613) 993-5894

Suggested Internet (World Wide Web) Sites:

RCMP Internet home page: <http://www.rcmp-grc.gc.ca>
 RCMP Internet Community Policing home page: <http://www.rcmp-ccaps.com>
 RCMP Learning Internet home page: <http://www.rcmp-learning.org>
 Department of the Solicitor General of Canada: home page: <http://www.sgc.gc.ca>
 Treasury Board Secretariat Internet home page: <http://www.tbs-sct.gc.ca>

Major Federal Statutes and Agreements Administered

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

Major Federal Statutes Enforced by the RCMP: While there is no federal statute which specifically assigns the sole enforcement role to the RCMP, the *Security Offences Act* assigns primary responsibility

to the RCMP for the investigation of security offences. 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 statutes (RSC: Revised Statutes of Canada; SC: Statutes of Canada):



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



Formal Agreements with the Federal Government Departments, Agencies and Crown Corporations: The RCMP has signed over 1,425 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:

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

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

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



Endnotes

1. The RCMP Directional Statement is a document intended for all employees and guides the development and implementation of plans and priorities to meet the strategic objectives of the Force, and informs all RCMP personnel, the Solicitor General and key stakeholders of the national operational priorities and strategic direction of the RCMP. It is developed on the basis of extensive consultations across the organization.
2. There are currently 97 Aboriginal Community Constable Program contracts covering 98 Aboriginal communities (ie., the “3b program”) and 75 Tripartite Agreements (parties to these agreements are the Solicitor General of Canada, the respective provincial or territorial government and the First Nations Band Council) in 95 Aboriginal communities.
3. The RCMP organizational structure is evolving as a result of organizational change. We will be seeking authorization for changes to our Planning, Reporting and Accountability Structure (PRAS) to incorporate these organizational changes, while ensuring the principles of the Social Union Framework Agreement are integrated in our services to meet the needs of our clients, law enforcement partners and the Canadian public. These organizational changes will better enable the organization to respond to 21st Century pressures on law enforcement.
4. For historical background, see Partners in Policing: The RCMP Contract Policing Program, “RCMP Gazette, June, 1997.
5. For further information, see Pony Express articles: “Cops and Kids”, pages 11, 16-18, July-August 1998; “Protecting our Children”, pages 12-17, October, 1998; “Getting Together”, page 9, June 1999; and “The Choices Youth Program”, pages 22-35, Gazette, November 1998.
6. From research conducted elsewhere, client satisfaction with the police appears to vary by education (the less education then the less people are satisfied) and by age (younger people are less satisfied) and by the type of contact (voluntary or involuntary).
7. For more information on FIS see Material Management in the Horizontal Initiatives Section.



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