



***A Report on
Plans & Priorities
2001-2002***

The Royal Canadian Mounted Police

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

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Acronyms Used

ACIIS	Automated Criminal Intelligence Information System
ACICR	Alberta Centre for Injury Control and Research
ASI	Anti-Smuggling Initiative
CACP	Canadian Association of Chiefs of Police
CCRA	Canada Customs Revenue Agency
CDS	Canada's Drug Strategy
CFNIS	Canadian Forces National Investigative Services
CIC	Citizenship and Immigration Canada
CICAD	Inter-American Drug Abuse Control Commission (Spanish Acronym)
CIDA	Canadian International Development Agency
CIO	Chief Information Officer
CISC	Criminal Intelligence Service Canada
CJF	Community Justice Forums
CMIR	Customs Mandatory Immigration Reporting
CPC	Canadian Police College
CPC	Commission for Public Complaints Against the RCMP
CPIC	Canadian Police Information Centre
CSC	Correctional Service Canada
CSIS	Canadian Security Intelligence Service
DEAL	Delivering Education and Awareness for Life
DIAND	Department of Indian Affairs and Northern Development
DFAIT	Department of Foreign Affairs and International Trade
DNA	Dioxyribonucleic Acid
DND	Department of National Defence
DOJ	Department of Justice
DPR	Departmental Performance Report
DSRR	Division Staff Relations Representatives
EDPS	Executive/Diplomatic Protection Services
FHIO	Federal House in Order
FINTRACC	Financial Transactions and Reports Analysis Centre of Canada
FIS	Financial Information Strategy
GOL	Government on Line
HRDC	Human Resources Development Canada
I&P	Immigration and Passport
IPIRS	Integrated Police Information Reporting System
IPOC	Integrated Proceeds of Crime
ITF	Immigration Task Force
IYV	International Year of the Volunteer
LO	Liaison Officer
MSTR	Mandatory Suspicious Transaction Reporting
MTPS	Metro Toronto Police Service
NCDB	National Criminal Data Base

NPB	National Parole Board
NPSN	National Police Services Network
OAG	Auditor General of Canada
OCC	Operational Communication Centre
OCRVRCS	Ottawa-Carleton Regional Voice Radio Communication System
OPP	Ontario Provincial Police
OSR	Operation Statistical Reporting
PMPD	Prime Minister's Protection Detail
POC	Proceeds of Crime
PCO	Privy Council Office
PRAS	Planning, Reporting and Accountability Structure
PWGSC	Public Works and Government Services Canada
RCMP	Royal Canadian Mounted Police
ROSS	RCMP Office Support System
RPP	Report on Plans and Priorities
RTID	Real Time Identification
SCIS	Secure Criminal Information System
SDS	Sustainable Development Strategy
SGC	Department of the Solicitor General of Canada
SPMD	Seized Property Management Directorate
TBS	Treasury Board Secretariat
TEAM	Total Expenditure and Asset Management
UN	United Nations
USINS	United States Immigration and Naturalization Service
ViCLAS	Violent Crime Linkage Analysis System
VSI	Voluntary Sector Initiative



Section I

Messages

Minister's Message

I am pleased to present the Report on Plans and Priorities of the Royal Canadian Police (RCMP). This report covers key plans, priorities and expected results for the period 2001/2002 - 2002/2003.

The RCMP is part of the Portfolio of the Solicitor General, which includes the Department of the Solicitor General, the Correctional Service Canada (CSC), the Canadian Security Intelligence Service (CSIS), the National Parole Board (NPB) and three review bodies.

The RCMP's mission is to protect the public and maintain a just, peaceful and safe society. To this end, the RCMP contributes to building strong and safe communities in Canada through a balanced approach to crime that sustains Canadian values, builds trust in our institutions, and strengthens the links between the RCMP and society.

The RCMP is committed to enhance the quality of the services it provides to Canadians. This will be achieved through working in partnership with the provinces, territories and municipalities, as well as with the private sector and the many volunteers who work alongside the RCMP in their communities.

This year, as we celebrate the *International Year of the Volunteer*, it gives me particular pleasure to take the opportunity to recognize, and to thank, the more than 70,000 individuals across this country who volunteer with the RCMP.

The RCMP's goal as an organization is to demonstrate leadership through the pursuit of excellence. In this report, the RCMP lays out its plans and expected results to be more strategy-focussed and accountable in the future. To assist in achieving these objectives, the RCMP has identified five areas that will be given priority on a national basis. These are:

- organized crime;
- children and youth;
- international police services, including peacekeeping;
- integrated policing; and
- alternative justice.

The RCMP is proud to serve all Canadians through enhancing public security and improving the quality of life in communities of all sizes and regions across this country.

Canadians highly value public safety and security, seeing these as essential to maintaining the Canadian quality of life. That is why as Solicitor General, I am committed to working with my colleagues to continue to enhance the quality of life for all Canadians.

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

Management Representation

Report on Plans and Priorities 2001-2002

I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the Royal Canadian Mounted Police (RCMP).

To the best of my knowledge the information:

- accurately portrays the department's mandate, priorities, strategies and planned results of the organisation,
- is consistent with the disclosure principles contained in the Guidelines for Preparing a Report on *Plans and Priorities*,
- is comprehensive and accurate, and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Commissioner G. Zaccardelli

Date: _____

Commissioner's Message

The RCMP, as Canada's national police service, continues to be committed to a goal (objective) of safe homes and safe communities. I am pleased to submit this Report, describing our plans and priorities to achieve this overall goal.

In the last decade, the RCMP has undergone significant change, some of it driven by external forces, some by internal forces. Through these experiences, we have learned to succeed in a world where change is the only constant. To ensure continued success we need to take hold of our own future - to look beyond the present, to anticipate pressures/threats, to think and plan more strategically.

Becoming a more strategic organization means focussing on two interrelated goals:

- our mandated goal - contributing to keeping Canadians, their homes and their communities safe, and
- an organizational goal or challenge - to become an "Organization of Excellence" both nationally and internationally. We will concentrate on four key elements: being intelligence driven, living our values, clear accountabilities and responsibilities, and building better bridges inside and outside the police/law enforcement communities.

In November 2000, our Senior Management Team adopted a new Strategic Framework to set the overall direction for the organization in the medium to long-term. The framework, which is detailed below, will be reflected in Reports to Parliament (RPP and DPR) as they come due in the next planning cycle.

The intent of the framework is to clearly define what we want to achieve (our strategic goal), what we will concentrate on to achieve that goal (our strategic priorities), the functions we need to excel at and constantly improve to achieve our goal/priorities (our strategic objectives) and how we will implement our management strategies to achieve our goal.

Our strategic priorities include:

Organized crime - it represents the most serious crime threat to Canada's institutions, society, economy and quality of life.

Youth - this is where Canada's future lies and also the potential for tomorrow's crime.

Alternative justice - a means of finding solutions that decrease recidivism, work for both the victim and the offender, and alleviate pressure for an already overburdened criminal justice system.

International police services - in collaboration with our domestic and international partners, to promote peace and stability and enhancing human security to countries torn apart by civil war and ethnic clashes. This function will help prevent the infiltration and/or proliferation of organized crime.

Integrated policing - has both domestic and international dimensions. Domestically it provides leadership in co-ordinating, facilitating and integrating policing and law enforcement activities, tools and techniques of the police community on key crime priorities. Internationally, it refers to our leadership role in managing transnational issues.

Achieving these strategic priorities and our strategic goal is dependent on continually improving and better executing our primary functions - prevention, intelligence, investigation, enforcement and protection.

Every planning cycle, Senior Management renews its commitment to fulfil our mandate and realize our strategic goal, priorities and objectives by addressing the key management strategies for the near and medium terms. For the 2001/2002 fiscal year and beyond, six management strategies have been developed and are under review to ensure that we:

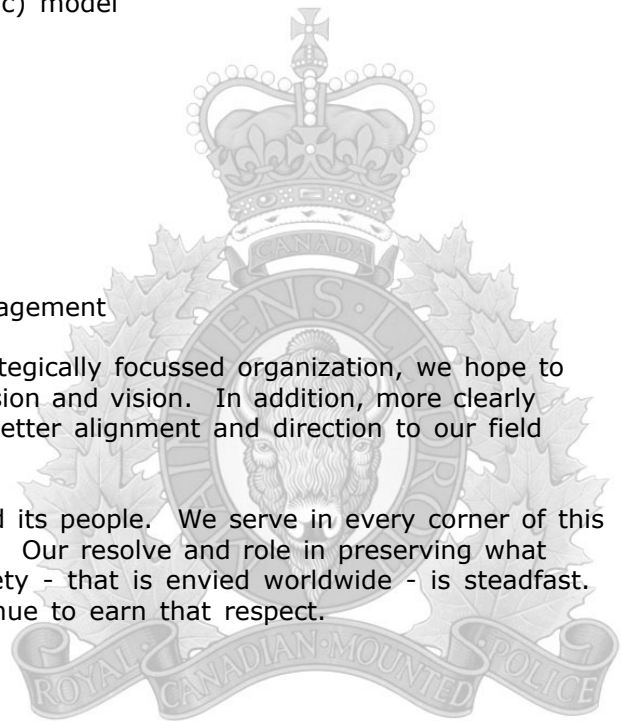
- advance the federal Government's public safety commitments and related social and law enforcement policies
- balance our many roles within the current priorities of the Government
- deliver our services in an integrated, seamless way to our client communities
- provide Canadians with a well managed agency

These six management strategies are:

- to operationalize the operations (behavioural/strategic) model
- to improve communications
- to implement Modern Comptrollership Plus
- to improve on technology infrastructure
- to improve human resources functions and capacity
- to improve planning and implement performance management

By adopting this framework and becoming a more strategically focussed organization, we hope to better serve Canadians and fully meet our mandate, mission and vision. In addition, more clearly defined strategic goal, priorities and objectives provide better alignment and direction to our field operations.

The RCMP has a unique perspective of this country and its people. We serve in every corner of this country - urban and rural, north to south, east to west . Our resolve and role in preserving what Canada has become - a peaceful, safe, democratic society - that is envied worldwide - is steadfast. Our job is to continue to strive for excellence and continue to earn that respect.



G. Zaccardelli
Commissioner



Section II

Overview of the RCMP

A. What's New

Giuliano Zaccardelli became the 20th Commissioner of the RCMP in September 2000.

Subsequent to his appointment, a number of changes have been made to our strategic framework and operating structure.

Our Strategic Framework

In November 2000, our Senior Management Team adopted a strategic framework which, in addition to our mandate, mission and vision, more clearly defines our strategic goal, priorities and objectives, and provides direction to our field operations. This new framework, which is outlined in the Commissioner's Message (see page 13), will be reflected in our planning documents, Report on Plans and Priorities (RPP), and Departmental Performance Report (DPR), as they come due in the next planning cycle.

For the 2001-2002 report on Plans and Priorities, in accordance with the approved Planning, Reporting and Accountability Structure (PRAS), we will report on the following strategic priorities:

- protection against organized crime,
- policing services to support safe homes and safe communities,
- protection from violent crime and youth crime,
- alternatives to the traditional criminal justice system,
- law enforcement investigative tools and information,
- Canadian police for international peace support operations,
- protection and security for Canadian and foreign dignitaries, and
- an effective, well managed department.

Our Operating Structure

We have six business lines including two new this year:

- *Protective Policing Services* was created in response to growing demands in Canada and abroad. Its service lines include major events, internationally protected persons and foreign visits, Canadian executives, airport policing, and foreign missions as well as the corresponding support functions.
- *Corporate Infrastructure* business line was created by bringing together the service lines that support the internal management of the organization - Human Resource Management, Corporate Management and Comptrollership, and Strategic Direction.

Our Change Study

The RCMP recently commissioned the Conference Board of Canada to complete a Case Study of the RCMP Change Experience. The report spans a ten year period providing an objective view of the organization's past, the gains that have been made and some of the challenges as well as perspectives on the future. This Case Study will be an important document in the history of the RCMP as it becomes more strategically focussed and responsive. The report will be available on the RCMP InfoWeb as well as Internet in early 2001.

B. Mandate, Roles and Responsibilities



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 partnerships 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.

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

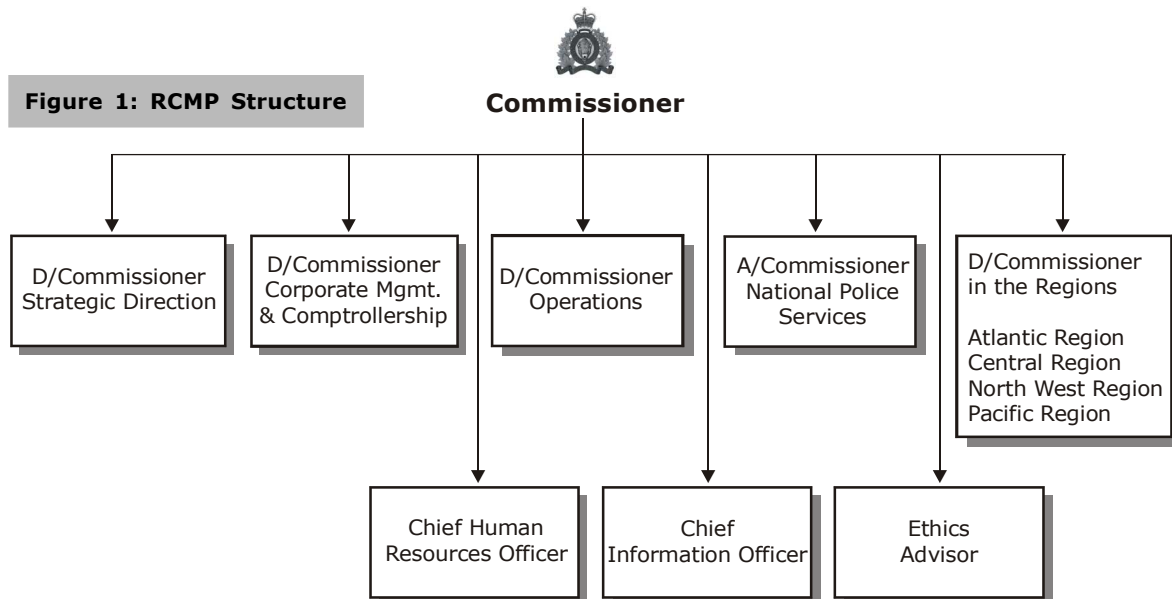
The RCMP mandate is based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*. The mandate of the RCMP in its simplest form is:

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

The organizational mandate is multi-faceted:

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

The RCMP is a unique policing body in the world with responsibilities in national, federal, provincial and municipal jurisdictions. Policing services are provided under contract to the three territories, eight provinces (Ontario and Quebec are excluded), many municipalities and numerous First Nations communities.



The authority and accountability for executing the requirements of the *RCMP Act* rest with the Commissioner who reports to and is accountable to the Solicitor General of Canada. The Commissioner is supported by four regional deputy commissioners, and three deputy commissioners at National Headquarters - responsible for Operations, Corporate Management and Comptrollership, and Strategic Direction - as well as an assistant commissioner responsible for National Police Services. The Commissioner also has a Chief Information Officer, a Chief Human Resources Officer and an Ethics Advisor who report directly to him.

In addition, there are 14 divisional commanding officers and a commanding officer Depot Division (the RCMP training facilities in Regina, Saskatchewan), and 17 program directors at National Headquarters.

The RCMP has six business lines: Federal Policing Services, Contract Policing Services, National Police Services, Peacekeeping Services, Protective Policing Services, and Corporate Infrastructure. The first five business lines provide services to Canadians, either directly or indirectly, and each is comprised of a number of service lines.

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.

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 (current agreements expire in 2012). Organized into a division for each contract jurisdiction, services are delivered at the detachment or local level. Contract Policing Services also extend to approximately 200 municipalities and, under 170 individual agreements, to 192 First Nations communities.

These services follow the community policing philosophy 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 agencies as well as selected international law enforcement agencies. Service lines include: advanced training, criminal intelligence, computerized criminal histories, fingerprint data bank, forensic analysis, violent crime analysis, and firearm records.

Peacekeeping Services

Peacekeeping Services provide 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.

Protective Policing Services

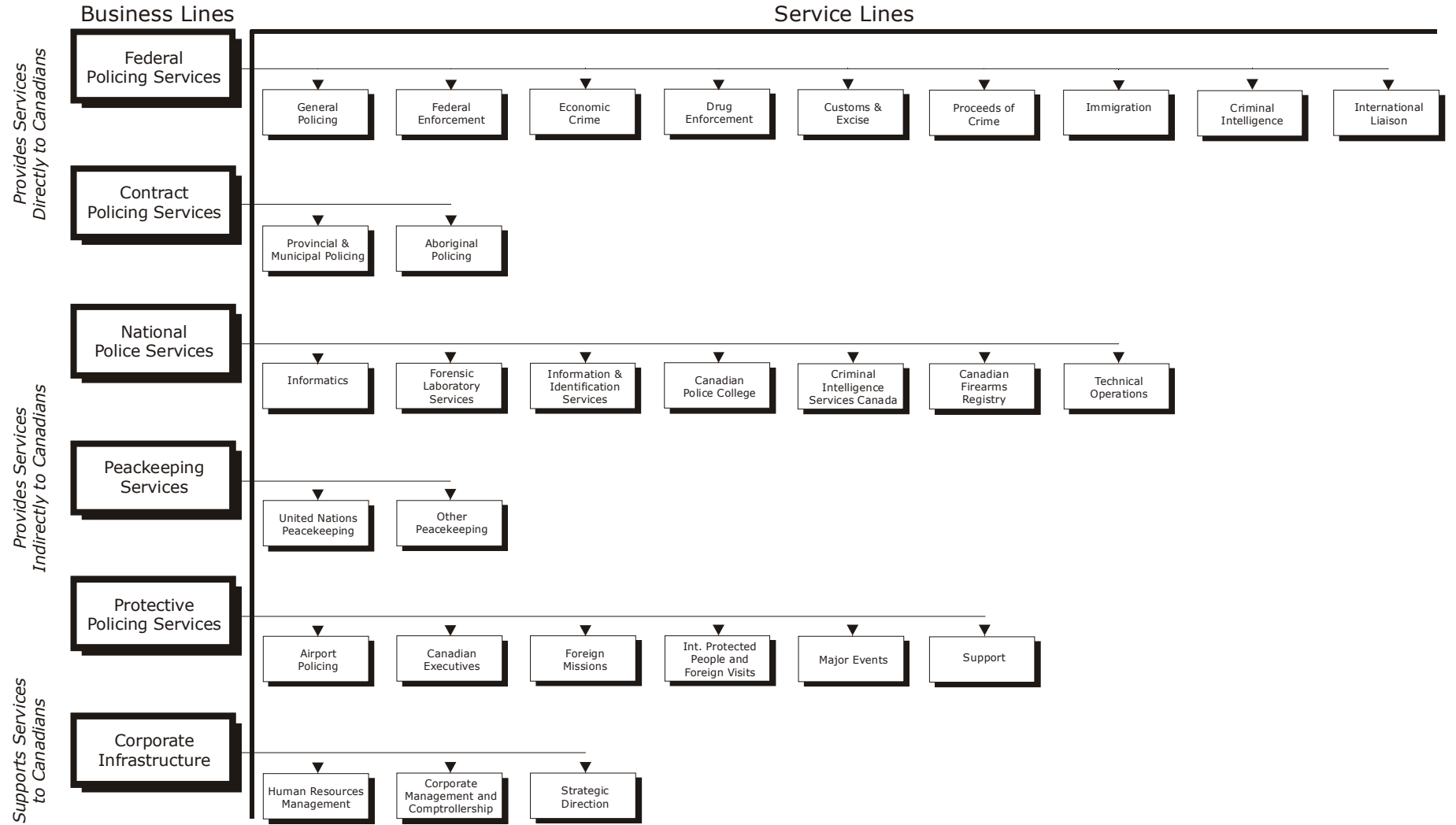
Protective Policing Services provide safety to Canadian and foreign dignitaries and their official residences, as well as visiting Internationally Protected Persons, by delivering timely service through the most qualified and highly trained members and cutting-edge technology.

Corporate Infrastructure

Corporate Infrastructure supports the internal management of the organization and includes Human Resource Management, Corporate Management and Comptrollership and Strategic Direction.

The implementation of strategic priorities may involve one or more business lines simultaneously because of the interdependent nature of work in law enforcement and crime prevention. As an example, transnational organized crime engages four business lines - federal services, contract policing, national police services and peacekeeping services. Services to aboriginal peoples, maintaining order, the focus on violent crime and youth crime are largely met through the provision of contract policing services. Programs such as firearms registration or enhanced information services involve National Police Services, who are concerned with providing vital technical and operational support across the Canadian law enforcement community.

Figure 2: Structure of Business and Service Lines



C. Program Objectives

The primary objective of the RCMP is to contribute to safe homes and safe communities across Canada. Secondary objectives include: helping to foster a sense of safety and security, responding to the needs of crime victims, and promoting crime prevention and alternatives to the criminal justice system.

RCMP activities are currently guided by the eight strategic priorities listed in the PRAS.

These priorities:

- reflect Government-wide policy issues stated in the January 2001 Speech from the Throne, especially that of "Building stronger and safer communities";
- are aligned with those of the Solicitor General's public safety priorities;
- are linked to each other at the front-line in service delivery through our five main business lines; 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.

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 a 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;

- balancing - within the constitutional framework of Canada and the current priorities of the Government - our federal role (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 five main business lines.

D. Planning Context - factors influencing/driving change

The RCMP, like all modern organizations, is influenced by a range of factors - from global to local - in all spheres of society. In assessing our environment, a number of factors have emerged.

The RCMP Environmental Scan is updated quarterly and available at the following website address:

www.rcmp-grc.gc.ca/html/resources-e.htm

External Factors:

► **Destabilizing Forces**

Global pressures are impacting on the stability of nations, regions and entire continents.

Predictions are that peace-building operations will increase in number and complexity, involve more civilian personnel and focus on developing the capacity of government and non-government organizations to reestablish fundamental institutions. In the past year, Canada has nearly doubled its deployed police officers under the Canadian Police Arrangement.

► **A Connected World**

The new global economy is characterized by liberalized trade, internationalization of financial institutions, a global financial system, direct consumer participation, and fewer, more uniform economic policies and regulatory controls. Continued economic integration will increase border permeability, resulting in a global market and trading infrastructure that provide routes for both licit and illicit goods.

Technological advances, the internationalization of banking, and direct consumer access have led to new and increased opportunities for white collar crime, economic terrorism and the integration of crime-controlled financial institutions. Incidents around the globe demonstrate the vulnerability of businesses and consumers to even unsophisticated attacks.

► **Technology - Opportunities and Challenges**

Progress is outpacing our ability to deal with the ethical and legal implications of scientific developments, particularly in genetics. Issues related to privacy, the use of human cells or human-developed life forms have yet to be fully explored, understood and publicly debated.

High-technology is accessible to a range of groups, organizations and individuals regardless of ideology, motivation, ethics, location and level of sophistication. Wirelessness will spread connectivity to areas previously out of reach, providing enormous opportunities for business, education, communication and participation. This democratization of technology can also lead to misuse, manipulation and exploitation.

Old crimes are finding new life in cyberspace. The inter-connectedness of many systems and widespread distribution of hacking software increases the possibility for the disruption or destruction of entire network systems.

► **Power Shifts and Governance**

Globalization and its related forces are causing shifts in political power - from the national to supra- and sub-national levels. Power is also flowing to non-governmental organizations, multinational corporations and international associations that work effectively across borders. Global city states with economic and political clout are demanding increased influence, challenging traditional power relationships among governments, and between federal institutions and governments. The RCMP has a direct relationship with over 200 municipal contract partners, including jurisdictions seeking increased responsiveness to specialized needs and stronger representation in Ottawa.

Public confidence in traditional government and democratic institutions has steadily eroded with a corresponding decline in deference to authority. The result has been a rise in behaviours that challenge societies' elites, as witnessed by the backlash against globalization. Canadians are reporting low levels of trust in elected officials and public institutions, and are concerned over declining ethical standards of business. They are more likely to question authority and more willing to adopt nontraditional forms of political action.

A global governance movement toward transparency, openness, inclusiveness and accountability has emerged in response to evolving ideas of participatory democracy and citizens' shifting values around authority institutions. Experimentation with citizen engagement and consultation to meet demands for participation in decision-making is occurring worldwide. Performance reporting is becoming the way to demonstrate value to citizens.

► **Canada in a Global and North American Context**

Canada's growing participation in international affairs is increasing the number of international forums hosted by Canada and demand for elected officials to travel abroad, both requiring stringent security initiatives. International meetings have also proven to be magnets for protest, providing a point of convergence for a wide range of causes.

North American integration holds both opportunities and challenges for Canada, particularly in connection with increased economic integration, the environment, homeland defence and the border. Many tensions within North America relate to crime, security and border permeability. Homeland security is likely to be high on the agenda of a Republican presidency and Congress.

► **The Changing Face of Canada**

Immigration has outpaced our natural birth rate since 1996. Canada has one of the highest percentages of foreign-born nationals among large industrialized countries. Diversity is most visible in Canada's cities with over three quarters of immigrants choosing to settle in major urban centres.

More than 70% of Canadians live in urban areas - this will grow with continued rural to urban migration and immigration. Canada's population is also greying with an estimated 3.8 million over 65 in 1999 - expected to rise to 13% of population by 2005. The elderly are more fearful of crime, often have different needs and require specialized services.

In contrast, Canada's Aboriginal population is increasingly young and is expected to rise by 135,900 in the next 10 years, with most growth occurring in the Prairies. While there are many examples of successful Aboriginal communities others are isolated, less educated, less equipped for new knowledge economy, poorer, less healthy; this population suffers from illiteracy, high unemployment and suicide rates that are six to eight times the average.

Poverty in Canada is most intense in urban centres (up by 33.8% between 1990 and 1995). High-poverty neighbourhoods have grown in population and geographic area and there are 50% more poor children than a decade ago. Research identifies poverty as a root cause of crime.

► **Crime**

Crime and criminal justice are increasingly transnational, emerging on the international agenda as critical horizontal issues. International forums to encourage and facilitate cooperative law enforcement and justice are multiplying, highlighting the importance of international linkages and the collection and sharing of common data.

Crime groups are working across borders and cultures, and are increasingly sophisticated in the use of technology and communications. "Alliances of convenience" are forming in which participating organizations share a common goal, but different motivations. Law enforcement agencies - traditionally hierarchical, territorial and secretive - are recognizing the need to be open, willing to share information, and to form partnerships, alliances, and new ways of doing our business in order to combat crime, such as multi-disciplinary and multi-agency task forces.

Crime prevention that attacks the root causes of crime is gaining ground around the globe. Because of the high social and economic costs of community crime and recognition of the links between community crime and organized crime, more research is being done on its causes and on the effectiveness of crime prevention approaches.

Reported crime captured in police statistics has declined in some industrialized countries such as Canada, US, Australia, Germany and Spain. Crime prevention efforts may have contributed to this decline. However, demographics, willingness to report incidents to the police and changes in legislation also likely played a role. In Canada, police-reported crime declined for the eighth consecutive year in 1999 and is the lowest in 20 years. Violent crime has declined, but is still 5% higher than 10 years ago. Youth crime dropped by 7%, but violent youth crime is 40% higher than 10 years ago.

Current statistics indicate similar crime rates in urban areas, smaller centres and rural areas. However, urban areas do experience higher property crime rates. Crime rates appear to be on the rise in western cities, while dropping in the rest of the country.

Private sector organizations in highly competitive fields are seeking alternatives to public law enforcement. Between 1991-96, the number of private investigators grew by 49% and by 1996, private security personnel outnumbered police officers 82,010 to 57,090. Building bridges between public and private sector agencies will be important to ensuring public safety.

Alternative approaches, such as restorative justice, are gaining momentum domestically and abroad to reduce recidivism of offenders, increase effectiveness and alleviate pressure on the traditional justice systems. These approaches require the development of new skills, community understanding and awareness and strong community partnerships.

➤ **Conclusion**

These major influences have played a role in the RCMP's recent review of its priorities. Consequently, the RCMP has designed a strategic framework, realigned its priorities and is implementing a new performance management regime (see Commissioner's Message, page 13).

Internal Factors

A number of factors within our departmental internal environment are also forces for change.

- Strong participation in support of horizontal issues across government and the portfolio of the Solicitor General.
- Enhanced efforts to achieve the goal of "safe homes, safe communities" through the development of a new strategic framework, a realignment of priorities and a more sophisticated performance management regime with a strong focus on accountability.
- Participating in the Modern Comptrollership with other pilot agencies, the RCMP will focus in particular on the Modernization Road Map elements of Leadership, Accountability and Stewardship in support of a management framework to deliver better decision-making in police services and programs. This is to be closely aligned with the strategic framework referenced in the preceding paragraph.
- 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).

- Continuing preparations for the next review of the contract cost base in 2002, referred to under Contract and Policing Services.
- Program Integrity Funding has been designated to be used for organized crime, to fund the federal share of additional contract policing positions, for protective operations, to address the urgent needs in radio communications and for corporate infrastructure. Funding for pay increases of regular and civilian members of the RCMP and to update holding cells is also included.
- The appointment of a civilian Chief Human Resources Officer to champion a strategy towards the modernization of the RCMP's Human Resources systems and practices.
- The recruitment and training of new cadets, including recruitment from other Canadian police agencies, to meet a growing demand for services.
- Participating in the Restorative Justice Initiative as an alternative method to the traditional "retributive" approach to determining guilt and punishment of offenders.

New legislation and jurisprudence also creates change in law enforcement:

- The Supreme Court decision in *R v. Shirose and Campbell* has an impact on certain investigative techniques, necessitating the use of alternative measures to investigate such offences as smuggling; current legislation provides for the use of these techniques only in drug enforcement investigations.
- Section 67.1 of the *Access to Information Act* providing 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.
- The amendment to the *Proceeds of Crime (Money Laundering) Act*, enacted in 1998, obliging financial institutions to report suspicious money transactions will encourage reporting to police thereby resulting in increased demand for investigations.

Evaluation/Audits Affecting Performance

The RCMP is currently in the process of updating and revising its multi-year review schedule. This exercise will allow us to improve our planning exercise and ultimately improve the quality of our performance information at the strategic priorities level. In developing this new schedule, particular focus will be given to the Force's strategic priorities, key results commitments and business planning processes. The findings of these reviews will be incorporated in our future performance and planning documents.

Operational Communication Centres

Operational Communication Centres (OCC) are an important element for the delivery of quality policing services. They often serve as the first point of contact with members of the public, and also perform an important support role by providing assistance to operational police officers. A review is being conducted to examine the range of structural models and processes used for the delivery of OCC operations within the RCMP, as well as those used in other police departments and agencies, to identify best practices or new and innovative approaches which might provide opportunities for improvements to their efficiency and effectiveness. Best practices in relation to hiring and training standards will also be examined.

District Policing Models

Over the last several years there have been a number of restructuring initiatives within the RCMP. One of the most significant has been the introduction of district policing models as an alternative structure to the sub-division model at the division level. An independent force-wide review is being conducted to examine the benefits and shortcomings associated with the range of various alternative forms and structures of district policing models which have been adopted within the RCMP. It is expected that this review will provide valuable information for the identification of best practices for consideration by divisions.

Protective Operations

Timeline: Conducted in the fall of 2000; to be reported in the spring of 2001

The RCMP is currently in the process of establishing a distinct business line for its Protective Operations responsibilities. In light of this initiative, a review is being undertaken to examine issues related to the efficient and effective use of program resources, the adequacy of the program's accountability framework in addressing the resources management needs of both the RCMP and its partners, and the extent to which there are opportunities for improvements in the partnerships and working relationships between the program and other key internal and external stakeholders.

E. Departmental Planned Spending

(\$ Millions)	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Budgetary Main Estimates	2,325.8	2,420.0	2,400.6	2,421.0
Non-budgetary Main Estimates	0.0	0.0	0.0	0.0
Less: Respendable Revenue	(893.9)	(916.2)	(926.2)	(930.6)
Total Main Estimates	1,431.9	1,503.8	1,474.4	1,490.4
Adjustments to Planned Spending	53.9	4.2	3.5	3.5
Net Planned Spending	1,485.8	1,508.0	1,477.9	1,493.9
Less: Non-respendable revenue	11.6	11.6	11.6	11.6
Plus: Cost of services received without charge	73.0	73.0	73.0	73.0
Net Cost of Program	1,547.2	1,569.4	1,539.3	1,555.3
Full Time Equivalent	19,793	21,290	21,400	21,380

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



Section III

Plans, Results, Activities and Resources

The plans and priorities for 2001-2002 are presented below in the Chart of Key Results Commitments (figure 3). The chart is organized according to eight strategic priorities (left column). The associated results expected (right column) are also detailed and defined in terms of our expectations.

Figure 3: Chart of Key Results Commitments

The Royal Canadian Mounted Police is committed to:		
Providing Canadians with:	As demonstrated by:	See...
<i>Federal Services:</i> Protection against organized crime:	1. Reduction in the Economic Incentives for Crime 33 2. Reduction in Smuggling and Contraband Distribution 34 3. Reduction in Migrant Smuggling 35 4. Decline in the Supply of and Demand for Illicit Drugs 36 5. Reduction in Economic Crime 37 6. Increased Enforcement of Other Federal Statutes 38 7. Increased Quality of Criminal Intelligence and Information 39 8. Increase in International Liaison and Overseas Activities 40	
<i>Contract Policing Services:</i> Protection from violent crime and youth crime:	1. Contribution to a Decline in Violent Crime 43 2. Contribution to a Decline in Youth Crime 44 3. Contribution to People's Increased Sense of Safety 45	
Alternatives to the traditional justice system:	4. Policing Approaches that are Responsive to the Needs and Cultures of Canadians 46	
Policing Services in support of safe homes and safe communities:	5. Contribution to a Decline in Overall Crime 47 6. Contribution to a Decline in Property Crime 47 7. Contribution to Increased Road Safety 48 8. Reduction in the Level of Public Complaints Found Justified 48 9. Increased Satisfaction Level of Clients and Partners 49	
<i>National Police Services:</i> Law enforcement investigative tools and information:	1. Enhanced Client Access to Advanced Forensic Analysis 54 2. Enhanced Client Access to Criminal, Fingerprint and Firearms Records 55 3. Effective and Timely Sharing of Criminal Intelligence 57 4. Advanced Training, Research and Information Services 58	
<i>Peacekeeping Services:</i> Canadian police for international peace support operations:	1. Timely and Cost-Effective Provision of Canadian Police Personnel for Peace Support Operations 62 2. Increase the Quality of the Services Offered by Canadian Police in International Peace Support Operations 63 3. Enhancement of Canada's International Reputation 63	
<i>Protective Services:</i> Protection and security for Canadian and foreign dignitaries:	1. Effective Safeguarding of Designated Protected Persons, Sites and Events 66	
<i>Corporate Infrastructure:</i> Provide Canadians with an effective, well managed department	1. Strategic and Integrated Policies, Priorities and Plans 69 2. A Well-Performing Organization Supported by Efficient and Innovative Services and Initiatives 70	

Federal Policing Services

A. Planned Spending and Full Time Equivalent (FTE)

FEDERAL POLICING SERVICES	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	624.6	477.6	477.4	470.4
FTE's Subject to RCMP Act	4,447	3,974	3,974	3,884
FTE's Subject to PSE Act	469	438	438	429

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



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Protection against organized crime.



B. Business Line Objective

Federal Policing Services objective is to contribute to safe homes and safe communities by providing policing, law enforcement, investigative and prevention services to the federal government, its departments and agencies and to Canadians in all provinces and territories. Federal Policing Services assist in the protection of public safety, the environment, trade and commerce, revenue collection, and national security.

Service Lines within Federal Policing Services:

General Policing objective is to provide a range of federal policing services which include protection for major events, telecommunications services, special investigations and field identification.

Federal Enforcement objective is to investigate or assist in the investigation of 268 federal statutes in areas such as Airport Policing, Environmental and Wildlife, Public Safety, Consumer Protection, and Financial Loss to the Government. This includes enhancing enforcement and reviewing selected areas of law enforcement which would benefit from better coordination and consolidation.

Economic Crime objective is to reduce the economic incentives for Enterprise Crime. This includes the investigation of crimes and the development of educational programs in areas such as fraud, theft, criminal breach of trust, bankruptcy and insolvency offences, securities fraud, technologically driven crime, the counterfeiting of currency and credit cards, telecommunications fraud, computer hacking and corruption of public officials, and frauds against the federal government.

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

Customs and Excise objective is to reduce the availability of illicit goods by limiting their entry into Canada (e.g. physical seizures) and the enforcement of laws within Canada and along the Canadian/United States border. These activities include: the international movement of dutiable, taxable, prohibited or controlled goods; the manufacture, distribution or possession of contraband products including tobacco and spirits; the illicit traffic of critical high technology and strategic goods; and the enforcement of acts or regulations that impose non-tariff (permit) controls on the international movement of commodities.

Proceeds of Crime (POC) objective is to identify, restrain and forfeit illicit and unreported wealth accumulated through criminal activity by investigating and prosecuting offenders. This will be accomplished by enforcing money laundering legislation in co-operation with our common partners.

Immigration objective is to prevent illegal and undesirable entries into Canada. This includes the development of proactive initiatives to provide service to client government departments and the general public in the enforcement of the *Immigration Act*, the *Citizenship Act* and the investigation of passport violations under the *Criminal Code*.

Criminal Intelligence objective is to provide timely, accurate information and intelligence on individual criminals, criminal groups, and criminal acts for Canadian law enforcement agencies to combat jointly the major threats to Canadian society especially organized, technological and cyber related crimes. This is accomplished through the identifying trends in transnational crime and tracking structures, networks, methods of operation and vulnerabilities of criminal organizations and terrorist groups.

International Liaison objective is to provide guidance and coordination of international investigations, via the Interpol network and liaison officers based abroad, to Canadian and foreign law enforcement agencies, as well as provide foreign law enforcement agencies with training opportunities, and consultative and investigative assistance.

Government on Line

Federal Policing Services Business Line submitted a proposal for a *Canadian Internet Fraud Report Centre*. The objectives are to be able to offer citizens a single point of entry to government, via telephone, fax, or on-line, to lodge a complaint regarding frauds and Internet related crimes, have it reviewed by RCMP members, and referred quickly and efficiently to the relevant law enforcement agency.

Service Improvement Initiative

The commitment to provide Canadians with quality federal policing services and the requirement to ensure that these services are delivered through community policing principles, will involve the development of a strategy to obtain systematic feedback on the satisfaction level and quality of services delivered. A general client satisfaction survey to gauge the quality service to its clients and partners was conducted in 1999 and will form the foundation for future improvement.

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.

Federal Policing Services

www.rcmp-grc.gc.ca/html/federalservices.htm

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

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

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

Partners:

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

Strategies:

- Removing the illicit profits of crime by identifying, tracing and freezing criminal assets so they can be considered for forfeiture to the Government through the courts.
- Investigating and helping to prosecute offenders through multi-disciplinary teams across Canada with our key partners. There are 13 Integrated Proceeds of Crime, or IPOC units and an additional seven Proceeds of Crime units.

Plans and Priorities:

- Working with our partners to implement the new mandatory requirement for reporting suspicious transactions (MSTR) and the new cross-border reporting requirement (CMIR). This will include referrals from the new agency (FINTRACC) which will collect, collate and refer suspicious transactions to police of local jurisdiction.
- Expanding measures to reduce the costs associated with legal requirements to disclose all information to defence counsel and increasing the use of electronic methods of disclosure.
- Developing and delivering training initiatives for Integrated Proceeds of Crime / Proceeds of Crime personnel and related partners-National and International.
- Seeking renewal of the IPOC initiative.

Performance Indicators:

- Trends in the value of assets seized.
- Community impact.
- Impact on organized crime groups.

2. Expected Result: Reduction in Smuggling and Contraband Distribution

Our long, porous borders, with a high volume of goods and people passing across them, provide opportunities for the smuggling of contraband and prohibited goods. Taxation on spirits and tobacco attracts the illegal manufacture of these 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.
- Reducing the availability of contraband by investigating the illegal manufacturing of controlled goods (tobacco and alcohol) and prosecuting those responsible.
- Identifying and referring to CCRA 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 under the *Customs Act and Excise Act* in order to support Proceeds of Crime investigations.

Plans and Priorities:

- Training with national and international partners to develop innovative investigative techniques and strengthen cooperation between law enforcement agencies.
- Implementing ongoing recommendations arising from the evaluation of the ASI program.
- Developing a public awareness program about the detrimental role of organized crime in smuggling.
- Developing a global impact statement for use in judicial proceedings.
- Enhancing criminal 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 (monies, property, all types of vehicles, drugs, contraband goods).
- Trends in the value of federal and provincial tax revenues.
- Trends in the availability and street price of contraband products.

Partners:

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

3. Expected Result: Reduction in Migrant Smuggling

The current international political and economic climate has led to an increase in the number of migrants seeking sanctuary in North America, where citizens enjoy democracy, demonstrate economic stability and provide a generous social net. This global phenomenon, when coupled with immense profits and relatively low risk, is attracting organized crime groups involved in traditional criminal activities to become involved in migrant smuggling.

Over 15,000 people enter Canada each year without travel documents, including the migrants who are illegally transported or otherwise assisted by professional smugglers. Each immigrant may be charged as much as \$70,000 and illicit gains may total as much as \$1.05 billion annually.

Strategies:

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

Plans and Priorities:

- Improving training methods which will provide those working in the program with the necessary tools to be more effective and efficient in the execution of their mandate.
- Developing and maintaining domestic and foreign partnerships.
- Continuing efforts toward the detection and removal of fraudulent documents from the hands of criminal organizations involved in migrant smuggling.
- Extending our education and prevention program abroad, thereby denying access to Canadian soil to organized crime groups.
- Continuing to monitor and evaluate the program to address higher priorities and ensure the most effective use of resources.

Performance Indicators:

- Trends in illegal migrant entries.
- Trends in the number of migrant smuggling organizations.
- Trends in the supply and suppliers of forged travel documents.

Partners:

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

4. Expected Result: Decline in the 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 establishing national and regional priorities.
- Reducing the demand for illicit drugs by prevention and public educational initiatives.
- Enhancing performance by the provision of specialized and focussed training.
- Enhancing international drug enforcement cooperation.

Plans and Priorities:

- Ensuring a comprehensive understanding and implementation of the operational model in national, regional and local drug enforcement priority setting through criminal intelligence utilization.
- Developing and enhancing performance indicators and resource allocation models for all federal drug initiatives through the use of information technology.
- Working towards a collaborative social, health and judicial process, with 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 and promote a drug free lifestyle.
- Continuing to focus on youth and the utilization of performance indicators to evaluate and improve service delivery.
- Enhancing training in the areas of source development and handling, undercover operations, witness protection and new investigational techniques to meet technological advances, in support of all federal and contract policing requirements.
- Fostering international cooperation through training, workshops, study tours and other assistance to drug transit and source countries.

Performance Indicators:

- Level of illicit drug use.
- Estimates of illicit drug availability.
- Trends in the total street value of drugs seized.
- Trends in the street value and purity of categories of drugs.
- Effectiveness of drug prevention programs.
- Trends in the number of domestic and foreign cases conducted in cooperation with foreign law enforcement personnel from drug source and transit countries.

Partners:

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

5. Expected Result: Reduction in Economic Crime

Economic crime remains a target growth area favoured by organized crime, the attraction being the huge profit potential and low risk of being caught. This is facilitated by the involvement of highly knowledgeable individuals, the rapid and continual development of new technologies and the evolving borderless world economy. Of particular significance is the rapid growth of fraudulent telemarketing and the "virtual stock exchanges" on the Internet. This type of crime is estimated at \$3 billion annually.

Strategies:

- Preventing crime through education and public awareness methods such as multi-jurisdictional partnerships, effective information liaison and sharing of criminal intelligence.
- Detecting, investigating and prosecuting organized criminals.
- Improving on existing relationships and service delivery with other federal government departments.
- Developing a national coordinated strategy to combat organized crime in partnership with other law enforcement agencies, government departments, regulatory agencies and the public sector.
- Developing partnerships with national and international technology development corporations and contributing to the development of an international legislative framework for international cyber crime.

Plans and Priorities:

- Providing the public with information and awareness materials and developing a web page of economic crime potential and current schemes.
- Continuing development of the Counterfeit Analysis Project to conduct strategic and tactical analysis of counterfeit banknotes.
- Improving human resource strategies to reduce the loss of expertise.
- Developing a central repository for public complaints related to fraudulent telemarketing.
- Combatting currency counterfeiting through joint strategies with the Bank of Canada and the Canadian Bankers Association.

- Continuing participation in the G8 Working Group on International Organized Payment Card Crime focussing on international cooperation.
- Entering into formal agreements with other federal 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 cyber-space.
- Advancing the work of the G8 transborder computer crime committee and the Interpol computer crime working group to enhance our response to international cyber-crime.
- Developing a crime prevention and enforcement response to enhance the security of Canada's critical information infrastructure.
- Developing a response to the exploitation of technological advancements by organized crime groups in "e-cash", "e-commerce", virtual banking, cryptography, electronic espionage and theft of proprietary information.

Performance Indicators:

- Trends in successful investigations and arrests for white collar crime, corporate crime, corruption, fraudulent telemarketing, securities and stock market fraud, computer crime, counterfeiting of currency and payment cards and telecommunications fraud.

Partners:

SGC, Bank of Canada, Industry Canada, Superintendent of Financial Institutions, Superintendent of Bankruptcy, HRDC, US Customs, US National Association of Attorneys General, US Postal Inspection Service, US Department of Justice, Canadian Association of Internet Providers, Canadian Bankers Association, Direct Marketing Association, Provincial Consumer Protection Associations, DFAIT, Deceptive Telemarketing Crime Prevention Forum, Securities Commissions. Key Partnering initiatives include: Cross Border Crime Forum, SGC Organized Crime Initiatives, National Telemarketing Fraud Strategy Group.

6. Expected Result: Increased 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. In pursuing these areas, federal law enforcement is also experiencing overlap and duplication of many responsibilities.

Strategies:

- Developing improved criminal intelligence on the involvement of organized crime in the movement of hazardous waste and endangered species.
- Developing criminal intelligence on the involvement of organized crime in counterfeit products.
- Improving the ways in which the RCMP provides law enforcement services to other federal departments.
- Continuing to enhance the enforcement of copyright, trademark and radio-communication related offences.
- Improving cooperation and coordination of the RCMP enforcement role with other federal departments, agencies and international partners.

Plans and Priorities:

- Continuing a study of the *Family Orders and Agreements Enforcement Assistance Act* on the cost effectiveness of seizing passports from persons who are in arrears of their family support payments.
- Reviewing selected areas of law enforcement that could benefit from better coordination and consolidation.
- Developing new and strengthening relationships with stakeholders in the private sector.
- Revising agreements to reduce duplication and ensure coordination of efforts to reduce crime.
- Developing new partnerships with international partners in areas such as environmental crime and copyright enforcement.
- Monitoring and enhancing new law enforcement positions at Vancouver, Toronto and Montreal airports.

- Working with CCRA to enhance border enforcement in the area of violations of the *Copyright Act* and other Federal Statutes.

Performance Indicators:

- Reduced illegal 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, Industry Canada, Canadian and foreign police agencies.

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:

- Countering transnational crime and terrorism at their source.
- 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 criminal 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 criminal intelligence support of operations addressing those priorities.
- Monitoring national enforcement priority criminal 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, as well as using and promoting the Automated Criminal Intelligence Information System (ACIIS), the organized crime intelligence system of CISC.

- Monitoring of new and emerging criminal and national security issues.
- Examining RCMP preparedness to respond to major incidents of public disorder by utilizing the "Critical Incident Response Program."

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.

Criminal Intelligence Program

www.rcmp-grc.gc.ca/html/cr-intel.htm

8. Expected Result: Increase in International Liaison and Overseas Activities

With the globalization of the Canadian economy and the free flow of people, goods and services across our borders, crime has become increasingly transnational. Consequently, effective domestic law enforcement requires strong international liaison and partnerships, especially when directed against transnational organized crime.

Strategies:

- Maintaining a liaison officer (LO) program in strategic locations abroad to provide the Canadian and foreign law enforcement communities with assistance, information and coordinating support, especially for investigations on drugs, immigration and other organized crime 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.

Plans and Priorities:

- Improving the efficiency of human resources allocation by ensuring that all overseas posts are staffed by two members.
- Improving data collection to better account for the workload of the liaison officers.

Performance Indicators:

- Improved international cooperation with foreign police agencies and governments.
- Satisfaction with liaison officer assistance.
- Increased involvement of Canadian police agencies in the Interpol program.

Partners:

SGC, DFAIT, Justice Canada, other federal departments, Canadian and foreign law enforcement agencies, and other Interpol National Central Bureaus.

Contract Policing Services

A. Planned Spending and Full Time Equivalent (FTE)

CONTRACT POLICING SERVICES	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	366.3	365.7	371.0	373.5
FTE's Subject to RCMP Act	9,957	11,013	11,113	11,213
FTE's Subject to PSE Act	1,006	1,100	1,110	1,120

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



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Protection from violent and youth crime

Alternatives to the traditional justice system

Policing services in support of safe homes and safe communities



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.

Services Lines within Contract Policing Services:

Provincial and Municipal service line objective is to improve the protection to Canadians from violent and youth crime. This is accomplished by delivering quality service through community policing. Initiatives such as crime prevention, order maintenance (e.g., resolving minor disputes without invoking the law; lost or missing persons; service in civil processes), traffic enforcement, *Criminal Code* enforcement and emergency services support the service delivery.

Aboriginal Policing Service line objective is to initiate, develop and evaluate a practical and culturally sensitive Aboriginal Policing Service that is delivered in a manner which is acceptable to Aboriginal communities. This is accomplished through the delivery of policing services to aboriginal peoples through federal, provincial and First Nations Community Tripartite Agreements or through contracts between the federal government and the RCMP.

Government on Line

The National Youth Strategy Team, via Contract Policing Services, submitted a proposal for public funding of the *Delivering Education and Awareness for Life (DEAL)* program. This ongoing youth engagement and problem-solving initiative works on using the Internet as a customized program and information source to reach and empower youth, as well as community stakeholders, at the local, provincial and national levels.

The DEAL program has received funding in the past through corporate sponsorships as well as public funds for limited student employment through Industry Canada's School Net's Youth Employment Initiative.

Service Improvement Initiative

Contract Policing Services has been utilizing client satisfaction surveys as a way of indicating the quality of its service to Canadians. Improving service delivery has been an ongoing Contract Policing Services commitment and is reported in this document under "Increased Satisfaction Levels of Clients and Partners".

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.

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

1. Expected Result: Contribution to a Decline in Violent Crime

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

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), 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 and agencies engaged in reducing violent crime.

Partners:

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

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.

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.
- Using restorative justice for both victims and offenders.
- Making early interventions in the lives of at-risk-youth.
- Delivering crime prevention programs.
- Consulting and engaging youth regarding the development of new policies and programs designed to contribute to a reduction of youth involvement in crime.

Plans and Priorities:

- Building on the five-year youth 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 measures within communities, with a focus on schools, including materials on police liaison in schools, a crime prevention curriculum and further investment in the BC Youth-Police Network.
- 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).

- Conducting consultation and engaging youth and developing new policies and programs designed to prevent youth from becoming involved in criminal behaviour.

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.
- Trends in perceptions of public safety and fear of crime.

Partners:

SGC, Communities, youth organizations, Scouts Canada, prevention organizations, other police agencies, schools, victims groups, Commissioner's Youth Forum, non-governmental organizations, voluntary sector, private sector, Federal, Provincial, Regional and Municipal Governments.

National Youth Strategy

www.rcmp-grc.gc.ca/youth/index_e.htm

Delivering Education and Awareness for Life (DEAL)

www.deal.org

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:

- Working to ensure that people have accurate information about the likelihood of victimization in a variety of situations to reduce unnecessary fear.
- Providing public education and advice about risk factors and how to adjust behaviour when appropriate.
- Continuing to provide sensitive police responses to victims and information that will reduce the fear and risk of re-victimization.

Plans and Priorities:

- Encouraging local surveys of victimization and fear of victimization, drawing upon the results of the 1999 General Social Survey.
- Reviewing and revising current public education and information strategies regarding victimization.

Performance Indicators:

- Trends through surveys with respect to personal safety concerns of Canadians.

Partners:

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

4. Expected Result: Policing Approaches that are Responsive to the Needs and Cultures of Canadians

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.
- Supporting the recruitment of more Aboriginal persons into the RCMP.
- Creating and strengthening partnerships with aboriginal leaders and communities.
- Assisting in the creation of stand alone aboriginal policing services, when requested by aboriginal communities.

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, 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.
- Exploring the possibility of decentralizing the Aboriginal Cadet Development Program in partnership with our contract partners and other Federal Departments to improve its long-term sustainability.

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.
- Reduction of the Aboriginal population in federal/provincial correctional facilities.

Partners:

Aboriginal communities and leaders, Justice Canada, SGC, DIAND, CIC, HRDC, CSC, and NPB.

Aboriginal Youth Training Program and Aboriginal Cadet Development Program

www.rcmp-grc.gc.ca/html/aborig.htm

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:

- Preventing and solving crime and responding to client needs, in partnership with the communities we serve.
- Enhancing police role in crime reduction through the social development approach.
- Encouraging collaboration with other governmental and non-governmental agencies to address the development of sustainable communities.

Plans and Priorities:

- Continuing to encourage and lead the community policing philosophy.
- Implementing alternative justice, youth, and crime prevention initiatives.
- Exploring the impact of demographic and socio-economic changes in crime.
- Continuing to improve the RCMP operation statistical reporting (OSR) system to ensure accurate crime data.
- Reviewing crime prevention programs and enforcement initiatives to ensure they remain relevant and effective.

Performance Indicators:

- Statistical trends in the enforcement of *Criminal Code* and other offences.
- Trends in crime rates.

Partners:

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

6. Expected Result: Contribution to a Decline in Property Crime

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 alternative justice forums for young offenders.

Plans and Priorities:

- With declining property crime and rapidly expanding economic crime such as telemarketing fraud, shifting greater attention toward these new forms of property crime, especially where they are committed by organized crime.
- Increased emphasis on crime prevention and education programs for at-risk youth.

Performance Indicators:

- Trends in crime statistics on theft or vandalism.

Partners:

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

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 concern to Canadians.

Strategies:

- Utilizing problem solving techniques and intelligence gathering, to identify the major factors impacting the delivery of quality traffic services.
- Developing a quality service delivery system for traffic designed to increase public safety.

Plans and Priorities:

- Completing work on the traffic service pilot project in Alberta, and roll out of the program across Canada.
- Developing and delivering traffic enforcement and education programs designed to increase the use of occupant restraint systems and to decrease impaired driving and other high risk driving behaviours.
- Examining human resourcing issues and developing a new organizational structure, audit system and functional job descriptions for traffic services.

Performance Indicators:

- Trends in Motor Vehicle Collisions.
- Trends in seat belt use.
- Trends in impaired driving.
- Reduction in motor vehicle accidents resulting in death and serious injury.

Partners:

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

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 to satisfy the complainant and demonstrate 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 by informal meetings between the complainant and implicated employee(s).
- 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), Solicitor General Department (SGC).

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 human rights enjoyed by Canadians.

Strategies:

- Improving service quality.
- Fostering continuous learning and development.
- Improving accountability.
- Participating in public complaints processes, both formal and informal.
- Surveying client satisfaction through quality assurance.

Plans and Priorities:

- Developing and encouraging the use of systematic management of the quality of service provided to clients, partners and stakeholders.
- Continuing to work with contract partners to implement more efficient and effective service delivery models.
- Designing a national strategy to encourage all RCMP divisions to develop and implement a systematic methodology to measure client satisfaction in the communities where the RCMP provides policing services under contract.
- Responding to the report on aboriginal policing which will benefit those communities and all Canadians.

Performance Indicators:

- Satisfaction expressed by clients and contract partners.
- Reduction in public complaints.

Partners:

SGC, all clients and stakeholders.

National Police Services

A. Planned Spending and Full Time Equivalents

NATIONAL POLICING SERVICES	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	236.4	329.6	307.1	328.1
FTE's Subject to RCMP Act	980	1,183	1,183	1,156
FTE's Subject to PSE Act	341	355	355	351

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



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Law enforcement investigative tools and information



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. These services improve law enforcement investigative tools and the nature, scope and quality of shared law enforcement information which is used by the Canadian policing community, including the RCMP, 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. CPIC, Missing Children's Registry, 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.

Missing Children's Registry
www.ourmissingchildren.ca

Subsequent to the Office of the Auditor General Report of April 2000 on National Police Services this business line:

- Will improve its reporting to Parliament by providing an annual report from the Commissioner to the Solicitor General on the operations of the DNA data bank which would be tabled by the Minister and further, to the Standing Committee on Public Accounts the RCMP will modernize its CPIC system and will report on the availability, the plans to modernize and the costs involved.

- will form an advisory committee consisting of senior representatives from the private and public sectors by July 1, 2001, to enhance governance, accountability, creative thinking, support, facilitation of change, priority setting, advice and guidance.
- will take management action to eliminate backlog and improve efficiency in service delivery.
- has a new reporting structure which will better support operational priorities and create a more seamless better integrated intelligence-led police organization. This is achieved by the National Police Services being maintained as an integral business line. While all the units remain in the National Police Services business line, the Canadian Police College has line responsibility to the Chief Human Resources Officer, and Technical Operations and Criminal Intelligence Services Canada have line responsibility to the Deputy Commissioner Operations.

Service Lines within National Police Services:

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

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

In addressing the RCMP's strategic priorities, this service line examines evidence associated with organized crime, such as excise seals, fraudulent travel documents, Canadian and foreign bank notes, coins and credit cards and other negotiable instruments.

To combat violent and youth crime, biological materials (e.g., bodily fluids and hair) and non-biological physical materials (e.g., fibres, glass, car paints, bullets) are examined using DNA and other types of analysis.

Information and Identification Services operates the Canadian Police Information Centre (CPIC) on behalf of the Canadian police community. In doing so, this service line objective is to remain the national leader in the development, implementation and maintenance of criminal information systems that can deliver critical information essential for crime detection. Records for this information encompass criminal histories, fingerprints, and firearms.

Canadian Police College (CPC) objective is to deliver advanced training to Canadian police personnel in areas covering middle management and executive development, and specialized technical areas, such as investigation and intelligence, and workshops or seminars on emerging issues. It also includes the maintenance of a police research library, conducting research to identify trends in the police environment, distribution of timely information on topical issues, identification of training requirements associated with these issues, and coordination of research activities with research partners.

Criminal Intelligence Services Canada (CISC) objective is to gather criminal intelligence on organized crime and to ensure tactical intelligence is submitted through the nine provincial bureaus where facilities for the collection, analysis and dissemination of criminal intelligence are provided and are accessible to its membership.

Canadian Firearms Registry, in partnership with DOJ, is dedicated to the enhancement of public safety through the accurate identification and registration of firearms in partnership with all Canadians. The Registry is responsible for the issuing of all firearm registration certificates, as well as maintaining and supporting this collection of data.

Technical Operations objective is to provide specialized technical support services (such as high technology crime forensics) and the research and development of technical investigative tools for front line RCMP officers; and to provide physical and information technology security services, explosives research and development, and criminal behaviour investigative analysis, to front line RCMP officers, federal departments, law and regulatory enforcement agencies and selected domestic and international police organizations.

Government on Line

National Police Services Business Line submitted and received approval for funding of a project identified as *Electronic Forms (E-Forms)*. The objective is to design, develop and implement a secure, standards based, interoperable, end-to-end E-Form workflow application.

The Canadian Police College Electronic Service Transformation project submission has yet to be approved. This project proposes to provide an interactive end-to-end electronic service delivery of Canadian Police College courses and services, to all clients. These services would also include the abilities to search the library's catalogue and order material via the Internet, to register and pay for courses electronically, and to access selected distance education courses online.

The On-Line Access to Security Awareness and Design Services project submission has also yet to be approved. The objective of this project would be to provide access to security awareness and design services online, initially to secure clients in the RCMP and federal government and later to industry as appropriate.

Service Improvement Initiative

National Police Services is committed to improving quality in the many services it provides to Canadians through its support of the law enforcement community. Client satisfaction surveys are being developed and certification by the national standards authority for forensic laboratory services has been received in one region and is being sought for all locations. As well, the challenges to service quality, raised by the Auditor General's April 2000 Report on National Police Services, are being addressed through RCMP service improvement efforts.

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.

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

1. Expected Result: Enhanced Client Access to Advanced Forensic Analysis

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

Strategies:

- Building the National DNA Data Bank which commenced operations on June 30, 2000 with an objective to populate expeditiously the Crime Scene Index and Convicted Offender Index with samples received so as to facilitate resolution of criminal investigations.
- Preparing for implementing the diamond fingerprinting technology as a partner in the RCMP's effort against the incursion of organized crime in diamond mining.
- Providing timely conclusions from forensic examinations, including an average five day turnaround target for initial screening of Biology cases; DNA warrant cases are being assigned a Priority I, with an average 30 day turnaround time for all Priority I DNA cases.

Plans and Priorities:

- Accrediting all remaining laboratories by the Standards Council of Canada to be completed within 2001. One laboratory has been accredited, four have been audited and the remaining laboratory will be audited within the first quarter of the new year.
- Continuing to reduce DNA Backlogs with a continuous triage of cases.
- Continuing to develop Performance Standards and Service Standards in consultation with clients; organizational capacity will be determined and resources will be reallocated according to client needs.
- Continuing to pursue Private Sector Laboratory Assistance with the potential writing of a contract with a service provider who has been successful in a competitive process and is finalizing service delivery requirements.
- Continuing to seek input of Client Advisory Committee, and counsel on ongoing issues.

- Pursuing Casework Process Improvements from the conceptual to implementation of newly designed processes.

- Continuing to compile Client Satisfaction Information through use of the Quality of Service Questionnaires with follow-up contact with individual clients to determine the level of satisfaction resulting from service requests.

- Exploring the feasibility of consolidating some services as a means to provide efficiency in resource requirement and increased effectiveness in service delivery.

Performance Indicators:

- Analysis Reporting in a timely manner based on defined priority standards.
- Service standards designed in consultation with clients and published.
- Client Satisfaction and the determination of the contribution of forensic examinations to the resolution of criminal investigations.

Partners:

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

Forensic Laboratories

www.rcmp-grc.gc.ca/html/labs.htm

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 Information and Identification Service 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.
- Maintaining the availability of the CPIC system to police 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).
- Modernizing the Canadian Police Information Centre system to include system monitoring tools that will provide ongoing detailed system performance information. The preliminary planning of this phase of the renewal of the system estimates a cost of \$4.7 million and is to be completed during FY 2002-2003.

Canadian Police Information Centre

www.nps.ca

- Continuing to develop the preliminary project planning phase for Real Time Identification (RTID), a technological program to submit fingerprints electronically from the contributing agency to the central data base; finalizing RTID will ensure the elimination of backlogs and lengthy delays in maintaining current criminal records.

- Continuing to adopt the National Institute Standards for the electronic international exchange of fingerprint information.
- Completing the organizing and staffing of the Office of the Chief Information Officer to co-ordinate, consolidate and manage the various means and technologies used in the gathering, storage and utilization of information. This will be in the form of an Integrated Business Technology Strategy, which addresses the effective use of the additional resources provided under Program Integrity Funding.

Technology

www.rcmp-grc.gc.ca/technology/index_e.htm

- 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.

- Conducting a process mapping and process review project to determine re-engineering implementation strategies focussed on streamlining work flow, enriching the work environment and cultivating a more resource efficient delivery of timely and quality services to the Citizens of Canada and the Canadian Law Enforcement Community.
- In partnership with the Department of Justice, implementing strategies to encourage Canadians to register their firearms within the four year time frame provided by the Bill C-68, an Act Respecting Firearms and Other Weapons, effective December 1, 1998.
- 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).
- Percentage of time CPIC system is available to clients.

Partners:

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

3. Expected Result: Effective and Timely Sharing of Criminal Intelligence

The complex nature and threat posed by organized crime requires more than ever that the police and law enforcement community respond to this threat through partnerships, seamlessness and the sharing of intelligence. Effective responses must be based on sharing timely, accurate and reliable criminal intelligence on organized crime groups.

Strategies:

The strategies of Criminal Intelligence Service Canada include:

- Together with nine provincial bureaus, gathering and sharing high quality criminal intelligence and information through strong partnerships with Canadian and international police and law enforcement agencies.
- Facilitating cooperation among the partners and a better response to the problem of organized crime, through presentations, workshops and training focussed on the needs of analysts and investigators of organized crime.
- Enabling the sharing of criminal intelligence and information on organized crime members and groups through the Automated Criminal Intelligence Information System (ACIIS).

Plans and Priorities:

- Providing criminal intelligence support for mandated national priorities and other identified organized crime issues.
- Actively promoting ACIIS as the national database for criminal intelligence on organized crime groups.
- Explaining, through the CISC Annual Report on Organized Crime, the changing nature and threat of organized crime and inviting support from the Canadian public.
- Reviewing the efforts of all partners in light of the overall strategy for dealing with organized crime.
- Monitoring new organized crime issues and ensuring a level of information and intelligence support for these issues.

Performance Indicators:

Satisfaction of partners with the quality of criminal intelligence shared.

Partners:

Over 370 police and law enforcement partners throughout Canada, counterparts in the U.K., Australia, the US, the Canadian Association of Chiefs of Police, CCRA, DND CFNIS, SGC, CSIS and Interpol.

CISC 2000 Annual Report - Organized Crime in Canada

www.cisc.gc.ca/Cisc2000/2000frontpage.html

RCMP Organized Crime Initiative

www.rcmp-grc.gc.ca/html/organized-crime.htm

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: state of the art research and tools; specialized operational training, as well as management and executive continuous learning, delivered at a national level.

Strategies:

Strategies of the Canadian Police College (CPC) include:

- Acquiring and applying new knowledge and expertise to prepare police officers to deal with new crime challenges.
- Developing new approaches to meet the needs of police executives facing rapid social, technological and organizational change.
- Leading the partnership with other police training academies, universities, colleges and other sources of police learning.
- Developing training standards for Canadian police, including First Nations police.
- Developing and applying new delivery systems for education and training.
- Implementing new methods of business management within the CPC to enable us to make a better use of our limited funding and to reach our cost recovery target.

Strategies of Technical Operations include:

- Researching and developing technical tools and expertise to prevent and investigate crime.

Plans and Priorities:

At the CPC

- Continuing to develop partnerships with private industry, other police training institutions and with universities.
- Continuing to modify investigative techniques courses to ensure that timely organized crime issues and elements are incorporated.
- Expanding high-technology crime and cyber-crime training to keep up with emerging crime trends.

- Integrating emerging information technology into existing and new distance learning programs and making a wider use of e-business in delivering and managing courses.

- Hiring a Business Manager to provide expert accounting knowledge and best practices approaches.

At Technical Operations

- Exploring and enhancing partnerships within the police community and the private sector for the development of technical tools and expertise.
- Targeting of dedicated resources to research and development projects based on client needs.
- Developing technical expertise in the areas of High Tech Crime and Criminal and Geographic Profiling.
- Replacing outdated technology based systems.

Performance Indicators:

At the CPC:

- Trends in client demand and satisfaction via client surveys.
- Improved operational effectiveness and level of expertise of police officers in organized crime and cyber-crime investigations.
- Increased competence of police managers and police executives.
- Increased availability of knowledge and access to reference materials.
- Improved cooperation with other police training institutions so as to eliminate the duplication of services.
- Improved quality of educational services and increased number of students trained.
- Reduction of the average unit cost of student training and elimination of shortfalls in achieving the \$3.5 million cost recovery target.

At Technical Operations

- Private sector and law enforcement community partnerships in the development of technical tools and expertise.
- Client satisfaction with the development of technical tools and expertise.

Partners:

Police training academies, major police services, community colleges, chiefs of police associations, private suppliers and service providers, international law enforcement agencies, SGC and other federal government departments and agencies.

Peacekeeping Services

A. Planned Spending and Full Time Equivalents (FTE)

PEACEKEEPING SERVICES	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	0.0	0.0	0.0	0.0
FTE's Subject to RCMP Act	0	0	0	0
FTE's Subject to PSE Act	0	0	0	0

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



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Canadian Police for international peace support operations



B. Business Line Objective

Peacekeeping Services manage the effective and timely participation of Canadian 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).

Government on Line

Peacekeeping Services Business Line proposes the creation of *A Human Resources Directory*. It is intended that this directory, with supporting material would provide the name, location and contact information of Canadian police officers with recent overseas experience who volunteer to undertake talks, discussions or presentations to the general public concerning their own experiences and Canada's role in international peacekeeping. Partner police departments would also be invited to participate in the initiative. This proposal is still in development stages.

Service Improvement Initiative

Peacekeeping Services is committed to improving service quality to Canadians through its partner departments and agencies. A research instrument to measure client satisfaction and establish baseline data will be developed to survey partners and clients.

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.

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

1. Expected Result: Timely and Cost-Effective Provision of Canadian Police Personnel for Peace Support Operations

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

Strategies:

- Anticipating possible peacekeeping missions.
- Ensuring a readily available pool of suitable personnel.
- Ensuring adequate resourcing for the effective and efficient management of the program.

Plans and Priorities:

- Improving information provided to Canadians and partner agencies on the activities and human resource requirements for law enforcement personnel's involvement in peace support operations through the implementation of a national marketing and communications strategy.
- Addressing the capacity-building problem through strengthened cooperation with our partners.
- Improving the response time, once Canada has agreed to take part in a police mission, by establishing a rapid deployment team.

Performance Indicators:

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

Partners:

SGC, DFAIT, CIDA, DND, United Nations, Organization for Security and Cooperation in Europe, participating Canadian police agencies.

Peacekeeping

www.rcmp-grc.gc.ca/peacekeeping/index_e.htm

2. Expected Result: Increase the Quality of the Services Offered by Canadian Police in International Peace Support Operations

Increasing the quality of the services provided by Canadian police personnel abroad helps improve the odds in favour of a return to normality in war-torn countries and promotes Canada's human security agenda.

Strategies:

- Selecting and deploying Canadian police officers and other personnel who are highly qualified, experienced and focussed on quality service.
- Providing appropriate training prior to deployment.

Plans and Priorities:

- Ensuring the continuous improvement of service quality by evaluating the program.

Performance Indicators:

- RCMP continued participation in international missions.

Partners:

SGC, DFAIT, CIDA, DND, United Nations, Organization for Security and Cooperation in Europe, participating Canadian police agencies.

3. Expected Result: Enhancement of Canada's International Reputation

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

Strategy:

- Selecting and deploying RCMP senior officers and other police personnel who are of the highest calibre in terms of experience, expertise and leadership.

Plans and Priorities:

- Ensuring the emerging leadership cadre is strengthened through continuous learning and development.
- Implementing a strategic approach to the identification and training of Canadian police managers to fill future leadership roles on international peace support operations.
- Building on the successes of Canadian regional training and support programs in the Balkans to assist in the locals' efforts to recover from the war that raged in the area during the past decade.

Performance Indicators:

- RCMP continued participation in international police peace-building missions.
- RCMP leadership of international police peace-building missions.

Partners:

SGC, DFAIT, CIDA, DND, United Nations, Organization for Security and Cooperation in Europe, participating Canadian police agencies.

Protective Policing Services

A. Planned Spending and Full Time Equivalent (FTE)

PROTECTIVE POLICING SERVICES	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	0.0	106.9	96.1	96.1
FTE's Subject to RCMP Act	0	566	566	566
FTE's Subject to PSE Act	0	24	24	24

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

B. Business Line Objective

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

Certain challenges exist in delivering protective services. Owing to its very nature, Protective Policing is largely reactive, which contributes to the rising costs of doing business. Its activities are exposed to political terrorism and organized crime as well as to the emerging trend of civil disobedience. Also, among cost-drivers are the unpredictability of trips in and outside Canada by Canadian Executives, visits to Canada by foreign dignitaries, major events hosted by Canada and events occurring on the international scene and having repercussions in Canada.

Service Improvement Initiative

Protective Policing Services is committed to improve the quality of services it provides indirectly to Canadians while safeguarding Canadian and foreign dignitaries as well as visiting Internationally Protected Persons. Ways in which we can gather meaningful information to measure client satisfaction will be explored.

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Protection and Security for Canadians and foreign dignitaries



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

1. Expected Result: Effective Safeguarding of Designated Protected Persons, Sites and Events

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 Governor General, the Prime Minister, certain other Canadian officials, foreign diplomats residing in Canada, visiting Internationally Protected Persons, and others 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 major events include:

Fiscal Year 2001-2002

- Third Summit of the Americas
- Organization of the Americas Inter-American Conference of Ministers of Labour
- G-8 Summit
- The Queen's visit
- Pope Jean Paul II's visit

Fiscal Year 2002-2003

- Visit to Canada of the President of the United States of America.

Plans and priorities also include:

- Tackling the problem posed by the ever-increasing costs of providing protection for international summits.
- Close monitoring of costs for protective services to ensure accountability and optimal use of funding.
- Refinement of performance indicators.

Performance Indicators:

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

Partners:

PCO, SGC, DFAIT, Canadian Heritage, CSIS, National Capital Commission, other federal departments and local police services.

CORPORATE INFRASTRUCTURE

A. Planned Spending and Full Time Equivalents (FTE)

CORPORATE INFRASTRUCTURE	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Program Spending	258.4	228.2	226.2	225.7
FTE's Subject to RCMP Act	1,102	1,127	1,127	1,127
FTE's Subject to PSE Act	1,491	1,510	1,510	1,510

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



RCMP OBJECTIVE

Safe Homes and Safe Communities

STRATEGIC PRIORITY

Provide Canadians with an effective, well managed department



B. Business Line Objective

The Corporate Infrastructure Business Line supports the internal management of the organization.

Human Resource Management maintains an internal administrative policy function for three categories of employees as it relates to organizational design and job evaluation, recruitment and staffing, learning and career development, diversity management, compensation and benefits, health services, employee/management relations, employee wellness and organizational performance management. In partnership with RCMP business lines, it ensures the delivery of strategic, client-focussed, business-driven and results-oriented support, services and systems.

Corporate Management and Comptrollership provides expert functional policies, systems, services and advice to ensure the financial viability and stability of the RCMP, and the sound stewardship of all RCMP resources in the areas of financial management, real property, materiel, contracting, procurement and audit and evaluation. It also ensures the strategic and practical national and regional implementation of Modern Comptrollership and the Financial Information Strategy, two major, long-term government initiatives focussed on improved decision-making, organizational performance and accountability for results.

Strategic Direction develops and implements an overall RCMP policy and planning framework and provides support and advice to senior management in setting the strategic direction of the organization through a strategic framework. It provides a policy research and development capacity to improve RCMP input to emerging policy, an environmental scanning capability to assist in the identification of emerging threats and opportunities, and an organizational strategy function to identify alternative organizational responses to future challenges.

Strategic Direction promotes the development of strategic alliances with other departments and policy-oriented organizations, and includes internal and external communications, sponsorships, liaison and public affairs components critical in developing, communicating and achieving the RCMP's strategic framework. This sector is also responsible for supporting the Senior Executive Committee (SEC) and its internal decision-making process.

Organizational Strategy is also within Strategic Direction and is responsible for planning, developing and recommending strategic organizational responses to changes in the Canadian and international environment that could affect law in general or the RCMP in particular.

Executive Services provides the main liaison and communications link between the RCMP and the Solicitor General's staff and departmental officials on all matters relating to the RCMP.

Government on Line:

Corporate Infrastructure Business Line submitted two proposals for participation in this initiative, neither of which has been approved.

The Public Information Centre and Organizational Internet Presence project objective would be to integrate the Internet, telephone and faxback systems for public enquiry and provide efficient routing as appropriate.

The Organizational Internet Presence proposal would coordinate and integrate the RCMP Internet Process.

Service Improvement Initiative

The Corporate Infrastructure business line recognizes the importance of continually improving the quality of RCMP services to Canadians.

This business line will ensure its approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force-wide performance management program currently being developed using the Balanced Scorecard methodology.

C. Key Result Commitment, Expected Results, Plans and Priorities for Corporate Infrastructure

1. Expected Result: Strategic and Integrated Policies, Priorities and Plans

The RCMP continues to refine its planning capabilities to develop a stronger strategic focus, and ensure planning at all levels is integrated and consistent with modern management principles.

Strategies:

- Focussing Senior Management Team discussions at a strategic level.
- Improving internal and external linkages in policy development and planning.

Plans and Priorities:

- Redesigning the structure and management approach of the Senior Executive Committee to ensure more effective and strategic decision making, focussed on the strategic agenda of the RCMP, by developing a subcommittee structure along functional lines, but operating on a horizontal axis.
- Strengthening RCMP strategic policy capacity by improving linkages within the federal policy community, enhancing the RCMP's internal management of and input to Memoranda to Cabinet, and identifying opportunities for participation in external policy-related forums.
- Refining strategic planning by enhancing environmental scanning and focussing senior management team discussions on developing a longer-term strategic agenda to guide decision making, resource allocation and business planning throughout the organization.
- Ensuring that all planning within the organization - human resource planning, operational planning, financial planning, capital investment and business planning - is integrated and fully supportive of the RCMP strategic agenda.
- Improving employee, public, media and government support for RCMP policies, priorities and plans through the development of a comprehensive internal/external communications strategy to support the RCMP strategic agenda.

- Continuing to adopt modern management principles and address gaps identified during the RCMP's capacity check for modern comptrollership.

Performance Indicators:

- Feedback from Senior Executive Committee and senior management throughout RCMP on quality of submissions and discussions at senior level.
- Quality of RCMP response/input to emerging policy initiatives; frequency of policy initiatives developed in full consideration of policing implications; feedback from department of the Solicitor General, other federal departments and central agencies on quality of RCMP input to emerging policy issues; quality of RCMP working relationship within the policy community.
- Effectiveness response to environmental trends.
- Degree of employee, public, media and government support for RCMP policies, priorities and plans.

Partners:

SGC and other federal and provincial government departments, central agencies, law enforcement bodies, in Canada and abroad, and other organizations whose programs, policies or research may impact on law enforcement.

2. Expected Result: A Well-Performing Organization Supported by Efficient and Innovative Services and Initiatives

Corporate Infrastructure will continue to support the adoption of modern management practices throughout the organization to improve the efficiency and effectiveness of RCMP operations and support functions.

Strategies:

- Adopting the principles of modern management as a pilot department for the Treasury Board Modern Comptrollership initiative, while ensuring a strong linkage to the RCMP strategic framework.
- Developing management strategies to address issues arising from the RCMP Resource and Management Review, the Modern Comptrollership capacity check, and the annual strategic planning forum.

Plans and Priorities:

- Enhancing current leadership capability and addressing new skill requirements to meet changing organizational needs, e.g. management of people and modern comptrollership. Priority will be placed on finding and building the next generation of leaders for the RCMP.
- Identifying and developing new career streams to provide the organization with the capability to attract, recruit and retain qualified candidates into highly specialized fields. Our learning strategy will be aligned to address key competency needs and reduce performance gaps within each business line. Priority will be placed on the development of integrated career counselling services, as well as support programs and career planning tools and resources for our employees to ensure better alignment between employee and organizational needs.
- Reengineering and streamlining Human Resource business processes in order to fully take advantage of PeopleSoft and web-based technology. The development of an integrated technology-enabled competency-based approach to managing our people will significantly enhance our human resource planning, development and performance management capability. Priority will be placed on moving HR services and learning capabilities on line and on time to meet performance requirements within each line of business.

- Continuing efforts to attract and train approximately 1200 cadets every year for the next few years. Increased recruitment will also be achieved through lateral entry and re-engagement of ex-members. Systems will be put in place to project future human resource supply and mobility and improve current resourcing strategies and practices.
- Addressing workplace well-being issues identified through the Public Service survey and the RCMP Wellness survey. Attention will continue to be given to the inequities which exist within the tripartite category of employees in the RCMP in order to enhance the career opportunities and work environment for all three groups i.e. regular members, civilian members and public service employees. A priority of Human Resources this year will be to address the employee category issue and make the business case for having only one category of non-uniformed "civilian" personnel.
- Enhancing financial management through improved revenue estimation and management, upgraded technological support, implementation of the Financial Information Strategy (FIS) by April 1, 2001, professionalization of skill sets throughout the business line, business line budgeting, and introduction of a stronger challenge function to analyse variances between budget and expenditures.
- Enhancing contracting, procurement and materiel capabilities through improved pre and post contract reviews, greater clarity of authorities and accountabilities for contracting, implementation of new government asset disposal policy and framework, standardization of new police vehicle packages to achieve greater consistency and efficiency, and e-procurement.
- Conducting a comprehensive review of the RCMP sponsorship program to ensure that RCMP sponsorship/partnership activities support RCMP priorities, are consistent with federal government directives, and continue to better serve the public.
- Conducting a comprehensive review of RCMP intellectual property assets, policy and procedures to ensure the best use of RCMP assets in support of broader RCMP and government priorities and objectives.

- Developing and implementing other management strategies identified throughout the annual strategic planning cycle, to support the RCMP strategic agenda.
- Continuing efforts to identify areas for Alternative Service Delivery. Several reviews are expected to be completed during the 2001-2002 planning period, including services within the Forensic Laboratory Services, Informatics and Technical Operations. An Alternative Service Delivery information package is being revised to guide the reviews and reflect new government policy and direction. The package includes information on the RCMP Alternative Service Delivery framework, principles, business case template, and post-evaluation/monitoring criteria.
- Continuing efforts to ensure good stewardship of resources through cost-sharing/service agreements, partnerships, alliances with industry, co-location/sharing of infrastructures, and sharing of transport fuel and vessel costs.

Performance Indicators:

- Quality of leadership within the RCMP as identified through performance reviews.
- Feedback from RCMP business lines and central agencies on organizational success in bridging competency gaps, attracting, recruiting and retaining employees with needed skills, and responsiveness of HR systems and programs.
- Feedback from employees on the extent to which the organization is addressing identified workplace well-being issues and concerns.
- Achieving targets for implementing improvements to financial information systems, budgeting, forecasting, and contracting.
- Fully aligned sponsorship/partnership program; support for programs by media, public, employees, central agencies, and clients.
- Effective management of intellectual property assets and revenues; feedback from central agencies.

Partners:

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



Section IV

Joint Initiatives

Joint Initiatives

1. Horizontal Initiatives

Modernization of Comptrollership

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

The Office of Modern Comptrollership Secretariat became fully operational in the spring of 2000. A strong and varied team, fully supported by the Senior Executive of the RCMP, has acted quickly since that time. This progression can be closely linked to the commitment and interest shown by the RCMP in being part of this TBS-led initiative. In 2001-02, the main task of the Office will be active monitoring of the RCMP Management Improvement Plan with regular reporting back to the Senior Executive Committee.

In August 2000 the RCMP completed a baseline assessment of RCMP management processes, systems and practices, using the KPMG "Capacity Check", a self diagnostic tool based upon interviews with managers and stakeholders.

The RCMP is sensitive to greater demands to demonstrate its "value for money." Modern Comptrollership, along with the Financial Information Strategy implementation, will advance the RCMP towards its ultimate goal of being more accountable to Canadians.

The Modern Comptrollership Initiative is closely linked to the RCMP's strategic framework.

Plans and Priorities:

- Continuing to make presentations on management improvement plans and implementation progress to other key partners and with the other pilots agencies.

- Regularly updating the internal RCMP Intranet site of the publication "Capacity Check" with the addition of the RCMP Management Improvement Plan and ongoing progress reports. The external Internet site will also be launched followed by the RCMP Modern Comptrollership Web Site which will include information on Modern Comptrollership progress, educational opportunities and best practices applications.

- Identifying Modern Comptrollership competencies within the existing RCMP core competencies and aligning them with those already identified in the Public Service Competencies.

- Completing a baseline assessment of the RCMP's capacity and capabilities in Human Resource Management to determine the issues for adjustment and opportunities for priority improvements.

- Developing work plans in support of the creation of a management control framework and the development of a complementary risk management framework for the RCMP. This management structure, in concert with work now being completed on accounting practices, will form the core of the RCMP's commitment to the Modernization pilots to demonstrate strong Stewardship and Accountability, as key results areas of the Modernization Road Map.

- Continuing with regularly scheduled courses on Modern Comptrollership for Implementers and Managers. These will include introductory courses tailored to the RCMP audience; FIS-related modules aimed at operational managers; self-paced, web-based assessment tools; and partnerships with post-secondary institutions of higher learning for ongoing improvement. These opportunities will be deliverable to the broader audience of managers at various levels throughout the organization to aid in closing competency gaps and in providing advanced management tools and techniques.

Through its participation as a pilot department, the RCMP has the opportunity to gain valuable insight into its own management practices and their links to the operations of the Force, and an opportunity to test out alternative solutions in a pilot environment. As a side benefit of this process, the RCMP joins with the other federal government pilots in a stronger, more collaborative role. The RCMP's senior managers participate on three TBS-led committees, which are the Modernization Task Force, the Comptrollership Council and the Director Generals' Working Group. This not only aids the participating departments in sharing information and progress toward a common government-wide objective, but also assists in the overall guidance of the initiative within the federal government by the Treasury Board Secretariat. This work enables the RCMP to build stronger bridges to our federal partners, while demonstrating our commitment to management excellence to our communities and external stakeholders.

Sustainable Development Strategy

The RCMP has completed its second Sustainable Development Strategy. To assist in the development of a new strategy, an assessment was conducted on our first SDS, tabled in 1997 and the findings addressed in the SDS 2000. With recommendations provided by the Commissioner of the Environment and Sustainable Development and the lessons learned from the original SDS, the new strategy focuses on pollution prevention, conserving natural resources and setting meaningful targets. The SDS also will address the requirements for expanded consultations and the social issues associated with the RCMP operations.

The RCMP have applied a universal framework for performance measurement to complement government-wide reporting and roll-up of the SDS.

The Office of the Auditor General (OAG) recommendation that targets be established for each priority area of the SDS has been actioned and reflected in the RCMP SDS. To set targets, consultations have been conducted internally Force-wide, and our SDS 2000 includes measurable and time bound targets.

The RCMP is also one of the 11 major departments involved in the Federal House in Order (FHIO) initiative and fully expect to meet their commitment to the reduction of Green House Gases. Our SDS is aligned with the FHIO objectives for target setting and reporting.

Plans and Priorities:

- Continuing to develop National RCMP Objectives for each region supporting Environmental Action Plans (EAPs). The focus of our EAPs is directed to the RCMP's major buildings in order to maximize resources and take full advantage of opportunities for achieving sustainability. An emphasis has also been placed on training, awareness and communication to assist and support the implementation of our SDS.
- Evaluating and adjusting the Environmental Management System (EMS) to ensure continuity of our programs. Our EMS reflects the principles and contains the key elements of the ISO14001 standard. The next phase of the EMS development will be a Regional component to be undertaken in fiscal year 2001/02. A database system for the integrated management of environmental information is expected to be in place in 2001. The RCMP is currently involved in a partnership with NRCan which will result the development of

an SDS electronic reporting system. Further, in order to enhance the SDS delivery, the RCMP will also develop an environmental audit program with a pilot audit scheduled for 2001.

The RCMP SDS will align itself with the principles of modern comptrollership focusing on leadership, accountability and stewardship, in support of a management framework to deliver effective decision making in SDS services and programs. The department is focusing on providing a strong policy centre for SDS programs and policies and to support the development, implementation and reporting of the SDS.

The strategic direction of the SDS will encompass all Business Lines of the RCMP and necessitate environmental assessments of the department policies, procedures and operations in order to ensure maximum effectiveness of our environmental and SDS objectives.

Government On-Line (GOL)

In the Speech from the Throne, the Government made the following commitment:

"By 2004, our goal is to be known around the world as the government most connected to its citizens, Canadians able to access all government information and services on-line at the time and place of their choosing."

The vision is to continually improve the quality of interaction between Canadians and their government by enabling Canadians to request and receive services and information when and where it is most convenient for them, wherever they live. Government On-Line will make it easier for citizens and businesses to find what they need through one-stop access points with services and information organized by theme, such as "the environment", or by type of activity, for example "services for seniors".

Treasury Board Secretariat (TBS) is managing the initiative, which has three Tiers or phases. Tier I, to establish a consistent Federal on-line (Internet) presence, was due for completion by December 2000. Tier II, to implement the electronic delivery of key federal programs and services on-line, has commenced implementation and is scheduled for completion by December 2004. Tier III is ongoing and builds on existing inter-jurisdictional service delivery initiatives, to provide for electronic service delivery with provinces, territories, municipalities, businesses, volunteer organizations and international partners in addition to further engaging the Canadian public in the democratic process of governance. The RCMP Office of the CIO is the focal point for the RCMP's role in GOL, with participation from directorates and divisions across the organization.

Plans and Priorities:

- Continuing to align the Force's many web sites with the common look and feel standards and guidelines of Tier I.
- Implementing the funded "Pathfinder" project to "Streamline Service Delivery Using e-forms".
- Preparing additional Tier II initiatives for submission to Treasury Board and begin work on those that are approved.

- Working towards meeting the Tier III objectives, which will include inter-governmental activities within Integrated Clusters, as well as establishing electronic connections to other police and justice organizations throughout Canada.

- Continuing to provide information, forms and services online, the RCMP will be looking at the online technologies for opportunities to enhance its present policing operations and service delivery.

Voluntary Sector Initiative

The Voluntary Sector Initiative (VSI) is a renewed partnership between the Government of Canada and the voluntary sector that builds on a long history of joining forces to achieve common goals. It represents a significant effort to strengthen the relationship between government and voluntary organizations (or civil society).

Seven *Joint Tables* (with representation from the voluntary sector and government) are now developing and implementing detailed workplans around specific themes areas, including: the development of an Accord (to define the relationship of the sector with government); the regulatory environment; an improved support infrastructure; policy capacity; information management and technology; communications and public information; and coordination.

Over 75,000 volunteers help deliver RCMP programs and services across the country, including drug awareness, search and rescue, victims' services, etc. RCMP volunteers outnumber the membership of the RCMP by more than three to one and make the RCMP the leader among federal departments and agencies in the use of volunteers. Although the relationship between the RCMP and its volunteers is primarily based on associations with individuals rather than organizations, the RCMP continues to be committed to active participation in the VSI.

Directly related to the VSI, are the celebrations for the International Year of Volunteers (2001) (IYV). It represents an important communications opportunity for the Government of Canada to promote volunteerism as a citizenship value and to celebrate the contribution of volunteers to federal programs and of federal employees to their communities. It also represents the first "public" face of the VSI and the efforts to strengthen the sector's capacity to assist Canadians.

Plans and Priorities:

The RCMP will continue to actively participate in the work of the National Voluntary Initiative's (NVI) Joint Table, which is seeking to develop creative means for government to support and facilitate voluntarism on a permanent basis.

► The RCMP will continue with its participation in the VSI ADM Steering Committee.

► The RCMP will continue to work with SGC and agency partners to assist voluntary sector organizations with an interest in the portfolio in developing and implementing projects to improve their capacity to participate in policy processes.

► The RCMP is currently championing proposals by the *Block Parent Program* and *The Network: Interaction for Conflict Resolution*, and if approved by Ministers, will assist these organizations in managing projects to achieve intended results.

► The RCMP is developing a comprehensive strategy and workplan to celebrate the International Year of Volunteers (2001) to honour Canadians who assist with the delivery of RCMP programs and employees who volunteer in their communities.

Financial Information Strategy

The Financial Information Strategy (FIS) is a government-wide initiative that forms the basis for upgrading financial and management accounting in departments and agencies, based on accrual accounting, with a target implementation date of April 1, 2001. 2001-2002 will be a transition year.

The RCMP established a FIS Secretariat responsible for the overall coordination of the various initiatives that led to FIS Implementation and implemented basic FIS requirements in the RCMP on April 1, 2001. Work is proceeding to build upon the foundation created by FIS.

Plans and Priorities:

➤ FIS implementation required the development of financial, accounting and systems policies that reflected this environment. Specific policies were 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). Procedures to support these policies will now be developed and promulgated.

➤ Accounting for capital assets constitutes a significant element of FIS. The assets verification project produced opening balances used in accounting for capital assets and in calculating annual amortization in the financial records of the department. Detailed procedures for maintaining this information and for evaluating inventories and intellectual property will be developed and implemented.

➤ The reconciliation process related to the requirements for reconciling information between the department's financial system and the various central systems has changed. The RCMP has determined the requirements for reconciliation under FIS and will implement automated processes that meet both the central agency and departmental requirements during the year.

➤ The current financial system (TEAM) used by the RCMP has been adjusted to accommodate accrual accounting. Double-entry accounting transactions and interfaces have been built with PWGSC to provide linkages with central reporting systems. The RCMP will produce financial statements and reports using this new accounting basis and managers must be trained to use the new information.

➤ The RCMP's Chart of Accounts must satisfy internal departmental reporting needs and has been aligned and mapped to the coding structure used by the central systems. This will come into usage in 2001-2002.

2. Collective Initiatives

The increasing focus on collective initiatives and results over the past few years is in response to the growing interest of Canadians and Parliamentarians who wish to understand and appreciate how departments contribute in a collective manner to achieving results. Collective results are defined as initiatives that involve more than one jurisdiction, department / agency or partner in working towards shared objectives.

In its day to day operations, the RCMP relies a great deal on its multiple partners to deliver the best possible services to Canadians. The RCMP is engaged in an array of multi-jurisdictional, and inter-departmental collective initiatives and is committed to improve the quality of the performance information in relation to these collective results. The information provided below is a step towards this commitment.

(1) Customs and Excise Branch

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Anti-Smuggling Initiative	To protect Canadian society and at risk industry sectors	Lead: SGC RCMP CCRA DOJ	\$83.1	*Reduction in contraband smuggling *Reduction in organized crime

(2) Economic Crime Branch

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Fraudulent Telemarketing	To reduce the extent of fraudulent telemarketing activities based in Canada	Lead: RCMP FBI OPP Industry Canada US Customs US Postal	\$0.10 Not Available Not Available Not Available Unknown Not Available	*Reduction in number of fraudulent telemarketing victims *A raised awareness of telemarketing risks *A confidence in e-commerce

(3) Immigration and Federal Branch

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Immigration Task Force (ITF)	To Prevent dangerous criminals from entering Canada	Lead: RCMP (12 dedicated RCMP I&P Positions) CIC (6 Immigration Officers) Metro Toronto Police Service (MTPS) (1 Police Officer)	RCMP: \$1.6	*Increased confidence in the Immigration system *Reducing the potential for criminals to affiliate with organized crime

(4) Proceeds of Crime Branch

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Integrated Proceeds of Crime Initiative	To combat organized crime by seizing and forfeiting the assets of criminal groups in partnership with our clients and partners	Lead: RCMP SGC DOJ PWGSC (SPMD), CCRA (Invest and Tax), Forensic Accountants, other Provincial and Municipal police agencies	\$42.6	*Seizure and forfeiture of assets from groups and individuals involved in criminal activity, thereby reducing the incentive for crime and undercutting organized crime and its harmful impact on Canadian Society

(5) Information and Identification Services

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Canadian Firearms Program	Persons legally possessing firearms to be licensed by 2001-01-01. New gun owners to be licensed and review the eligibility of existing license holders	Lead: DOJ RCMP All Canadian policy agencies	\$400	*Increased public safety through the licensing of all gun owners

(6) Community Contract and Aboriginal Policing Services

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Traffic Services pilot project in Southern Alberta	Effective traffic service delivery	Lead: RCMP CACP, Transport Canada, OPP, Sureté du Québec, University of Alberta (ACICR), Mission Possible (Alberta Motor Association), Alberta Health (Regional Health Units), Alberta Infrastructure	3.5 FTE's at a cost of \$0.79	*Increased public safety on the nation's roadways through education and enforcement *The reduction of deaths and serious injuries resulting from motor vehicle collisions

(7) Community, Contract and Aboriginal Policing Services

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
Family Violence Initiative	The objective of the Family Violence Initiative is to reduce family violence in Canada, particularly as it relates to women and children. Its contribution involves: promoting continued public awareness of the risk factors of family violence and the need for public involvement in responding to the problem.	Leader: Health Canada Canada Mortgage & Housing Corporation, Justice Canada, Canadian Heritage, RCMP, Statistics Canada, Status of Women, Indian Affairs and Northern Development Canada, HRDC, CIC	\$7 million (RCMP receives 0.45M annually)	*Improves information and knowledge to identify effective interventions. *Horizontal management to maintain an integrated government and community response to family violence issues. *Strengthens the ability of the criminal justice and housing systems to respond to the problem. *Supports data collection, research and evaluation efforts to identify effective interventions

(8) Peacekeeping Services

Collective Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
United Nations Mission in Kosovo	Timely and cost-effective provision of Canadian police personnel for peace support operations. Enhancement of Canada's international reputation. Increase in the quality of the services offered by police in international peace support operations	Lead: DFAIT/CIDA SGC, UN Peacekeeping Operations, The Organization for Security and Cooperation in Europe and other 28 Canadian police services	\$20.3	*Protection and promotion of human rights



Section V

Financial Information

Summary of Transfer Payments

(\$ dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Grants				
Corporate Infrastructure				
<input type="checkbox"/> RCMP Veterans Association	1,900	1,900	1,900	1,900
<input type="checkbox"/> International Association of Chiefs of Police	1,900	1,900	1,900	1,900
<input type="checkbox"/> Survivors of members killed on duty	1,000,000	1,000,000	1,000,000	1,000,000
Statutory				
Pensions and Other Employee Benefits				
Pensions under the <i>RCMP Pension Continuation Act</i>				
To compensate members of the RCMP for injuries received in the performance of duty	30,000,000	28,000,000	28,000,000	28,000,000
Pensions to families of members of the RCMP who have lost their lives while on duty	9,000,000	11,000,000	11,000,000	11,000,000
	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				
<input type="checkbox"/> 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

Details on Transfer Payments Programs

Table 5.5

In the Corporate Infrastructure Business Line, the RCMP reports \$40,103,800 in grants, of which \$39,100,000 is statutory.

There are two small grants totaling \$3,800 which are token payments of support to the Veterans' Association of the RCMP and to the International Association of Chiefs of Police.

The objective of the balance of the grants is to provide additional payments, in the form of pension, to a small number of serving RCMP members, retired RCMP members and/or their survivors under extraordinary circumstances. These circumstances include duty related injury as assessed by the Veterans Affairs Canada, death on duty and supplement to the *Pension Continuation Act* which was the predecessor to the *RCMP Superannuation Act*.

The planned results ensure that these recipients are adequately compensated for service within the Force. The *Pension Continuation Act* provides for on-going pensions for RCMP members who were participants in a non-contributory pension fund, payments for which have always come from the statutory vote by virtue of the legislative stipulations. Active and retired Members who have been assessed as having been injured on duty receive supplementary pension benefits in accordance with the

provisions of the *Pension Act* administered by the Veterans Affairs Canada, and equivalent to those received by serving and retired members of the Canadian Armed Forces. Families and survivors of members killed on duty are ensured that their income will not be less than if the member had survived until pensionable age and includes a supplement to pension after deemed pensionable age of the deceased member.

These payments are made monthly to the recipients at the same time as other pension payments are made to retired RCMP members. The payment in and of itself is the achievement of the planned result, as compensation is being provided.

Net Cost of Program for the Estimates Year

(\$ millions)	Total
Net Planned Spending	2,424.2
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
	<u>2,497.2</u>
Less: Respendable Revenue	916.2
Less: Non-respendable Revenue	11.6
2001-2002 Net Program Cost	1,569.4

Source of Respendable and Non-Respendable Revenue

Respendable Revenue

(\$ millions)	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
<input type="checkbox"/> Services	886.9	903.6	913.7	923.7
<input type="checkbox"/> Service Fees	7.0	12.6	12.6	7.0
Total Respendable Revenue	893.9	916.2	926.2	930.6

Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
<input type="checkbox"/> Privileges, Licences and Permits	5.0	5.0	5.0	5.0
<input type="checkbox"/> Refunds of Prior Years' Expenditures	0.6	0.6	0.6	0.6
<input type="checkbox"/> Miscellaneous	0.1	0.1	0.1	0.1
<input type="checkbox"/> Proceeds from Sales	1.3	1.3	1.3	1.3
<input type="checkbox"/> Disposal of Crown Assets	4.6	4.6	4.6	4.6
Total Non-Respendable Revenues	11.6	11.6	11.6	11.6
Total Respendable and Non-Respendable Revenue	905.5	927.8	937.8	942.2

Summary of Capital Spending by Programs and Business Lines

Respendable Revenue

(\$ millions)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Law Enforcement Business Lines				
<input type="checkbox"/> Federal Policing Services	25.4	27.2	27.1	27.1
<input type="checkbox"/> Protective Policing Services	N/A	0.5	0.5	0.5
<input type="checkbox"/> Contract Policing Services	65.6	64.9	65.3	65.6
<input type="checkbox"/> National Police Services	52.9	77.4	76.1	97.1
<input type="checkbox"/> Corporate Infrastructure	9.8	11.0	11.0	11.0
<input type="checkbox"/> Peacekeeping Services	0.0	0.0	0.0	0.0
Departmental Total	153.7	181.0	180.0	201.3

Note: Protective Policing Services is a new Business Line commencing 2001/2002. The resources were formerly included in Federal Policing Services Business Line.

Details on Major Capital Project Spending

(\$ millions)	Current Estimated Total Cost	Forecast Expenditures to March 31, 2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Future Year Spending Requirements
A. FEDERAL POLICING SERVICES						
1 Cornwall Detachment, Cornwall ON (PPA)	8.3	0.1	0.6	1.9	5.7	0.0
B. CONTRACT POLICING SERVICES						
1 Prince George, BC - Northern District (EPA)	7.7	6.3	0.1	0.0	0.0	0.0
2 Saskatoon, SK - Sub-Division (DA)	9.9	1.1	5.5	3.3	0.0	0.0
3 Calgary, AL - Southern District Office (seeking PPA)	23.0	0.1	1.3	1.1	11.2	9.4
4 Iqaluit, Nunavut - V Division HQ & Detachment (seeking PPA)	10.3	0.0	0.5	3.7	4.8	1.2
5 Selkirk, MA - Detachment	4.6	0.2	3.0	1.2	0.0	0.0
6 Peace River, AL - Detachment	3.9	0.3	2.8	0.8	0.0	0.0
7 Newfoundland Modernization Telecom System (DA)	19.8	0.0	3.8	5.1	5.0	5.9
8 Telecoms Equipment/System Replacement and Upgrades	139.2	0.0	14.2	25.0	25.0	75.0
9 CIIDS Implementation (EPA)	10.8	0.7	2.7	4.2	3.2	0.0
10 IPIRS	103.2	0.0	3.5	21.4	26.7	51.6
C. NATIONAL POLICE SERVICES						
1 Ottawa Forensic Lab Addition, Ottawa, ON (Project complete)	20.5	1.3	0.0	0.0	0.0	0.0
2 Automated Fingerprint Index Section (AFIS)(DA)	9.1	1.5	1.9	1.9	1.9	1.9
3 Real Time Identification (RTID)	50.0	0.0	0.5	20.0	25.0	4.5
4 Regional Automated Fingerprint Identification Access System (RAFIAS)	3.5	2.5	0.0	0.0	0.0	0.0
5 DNA Data Bank (EPA)	41.5	7.8	8.5	8.8	8.2	8.2
6 Lab Information Management Services (LIMS)	6.5	0.1	4.3	1.3	0.4	0.5
7 Diamond Profiling	3.1	0.3	0.8	0.7	0.7	0.6
8 CPIC Renewal	172.7	25.7	21.9	46.3	31.0	47.8
D. CORPORATE INFRASTRUCTURE						
1 Ottawa Headquarters Renovations, Ottawa, ON (PPA)	80.0	0.3	2.7	3.5	11.5	60.5
2 Ottawa Central Cooling Plant, Ottawa, ON (seeking revised EPA)	4.5	2.8	0.0	0.0	0.0	0.0
3 Pacific Region Support Services Centre, Chilliwack, BC	14.5	6.0	6.0	2.4	0.0	0.0
4 Halifax Division Headquarters, Halifax, NS (PPA)	47.1	0.2	2.2	1.8	6.1	36.5
5 Edmonton Division Headquarters, Edmonton, AB (Project complete)	42.6	0.0	0.0	0.0	0.0	0.0
6 50 Meter Range, Centralized Training Facility, Regina, SK	3.7	0.2	1.5	2.0	0.0	0.0
7 New Mess, Centralized Training Facility, Regina, SK (seeking PPA/EPA)	6.4	0.0	0.7	5.6	0.0	0.0
8 Whitehorse Division Headquarters, Whitehorse, YK (PPA)	9.7	0.1	0.3	4.0	5.0	0.0
9 Ottawa CPIC Expansion, Ottawa, ON (seeking PPA)	15.0	0.4	10.9	3.6	0.0	0.0
10 Ottawa CPIC Renewal 2001, Ottawa, ON	3.3	0.9	0.1	0.5	0.0	0.0
Other						
Other controlled capital projects between \$400,000 and \$3,000,000	147.2	25.1	24.6	17.3	15.2	45.1



Section VI

Other Information

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For Publications Referred to in this Report:

Public Affairs and Information Directorate

Telephone: (613) 993-1085
Facsimile: (613) 993-5894

Suggested Internet (World Wide Web) Sites:

RCMP: www.rcmp.ca

RCMP Community Policing: www.rcmp-ccaps.com

RCMP Learning: www.rcmp-learning.org

Department of the Solicitor General of Canada: www.sgc.gc.ca

Treasury Board Secretariat: www.tbs-sct.gc.ca

Major Federal Statutes and Agreements Administered

The only federal statute solely administered by the RCMP is the *RCMP Act and Regulations*. There are no federal statutes for which the RCMP has sole enforcement responsibility. In the absence of the designation of specific powers to enforce any federal statute, the *RCMP Act and Regulations* provides the authority for RCMP members to enforce any Act of Parliament.

A complete list of the major Federal Statutes enforced by the RCMP may be found at:

www.rcmp-grc.gc.ca/fedstats-e.htm

The RCMP has signed over 1,100 Memoranda of Understanding with federal government departments, agencies and Crown Corporations. These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians.

Some of the partners with whom the RCMP has signed formal agreements may be found at:

www.rcmp-grc.gc.ca/mou-e.htm

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.

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