Royal Canadian   Gendarmerie royale
Mounted Police   du Canada

Royal Canadian Mounted Police Report on Plans and Priorities 2002-2003

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

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Section 1. Preamble

Acronyms Used

ACDP .... Aboriginal Cadet Development Program
ASI .... Anti-Smuggling Initiative
CIDA .... Canadian International Development Agency
AYTP .... Aboriginal Youth Training Program
CACP .... Canadian Association of Chiefs of Police
CAP .... Counterfeit Analysis Project
CBA .... Canadian Bankers Association
CCMD .... Canadian Centre for Management Development
CRA .... Canada Customs Revenue Agency
CIC .... Citizenship and Immigration Canada
CICAD .... Inter-American Drug Abuse Control Commission (Spanish Acronym)
CIDA .... Canadian International Development Agency
CISC .... Criminal Intelligence Service Canada
CIVPOL .... Civilian Police
CJF .... Community Justice Forums
CPC .... Canadian Police College
CPC .... Commission for Public Complaints Against the RCMP
CPIC .... Canadian Police Information Centre
CREMM-DES . Criminal Records Entry Maintenance and Monitoring Direct Entry System
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
EMIS .... Environmental Information Management System
EMS .... Environmental Management System
FAMD .... Forensic Accounting Division
FBI .... Federal Bureau of Investigation
FES .... Federal Enforcement Section
FIB .... Financial Intelligence Branch
FINTRACC ..... Financial Transaction and Reports Analysis Centre of Canada
FTE .... Full Time Equivalent
GOL .... Government-on-Line
IBET .... Integrated Border Enforcement Team

HRDC .... Human Resources Development Canada
INAC .... Indian and Northern Affairs Canada
INSET .... Integrated National Security Team
I&P .... Immigration and Passport
IPOC .... Integrated Proceeds of Crime
IPP .... Internationally Protected Person
ISO .... International Organization for Standardization
ITF .... Immigration Task Force
JFO .... Joint Force Operation
LO .... Liaison Officer
MIS .... Management Information System
MOU .... Memorandum of Understanding
NIST .... National Institute Standards of Technology
NPB .... National Parole Board
NPS .... National Police Services
NRCan .... Natural Resources Canada
OECD .... Organization for Economic Cooperation and Development
OPP .... Ontario Provincial Police
OSC .... Ontario Securities Commission
OSR .... Operation Statistical Reporting
PCO .... Privy Council Office
PMO .... Prime Minister's Office
POC .... Proceeds of Crime
PWGSC .... Public Works and Government Services Canada
RAFIAS .... Regional Automated Fingerprint Identification Access System
RCMP .... Royal Canadian Mounted Police
RECOL .... Reporting Economic Crime On-Line
RPP .... Report on Plans and Priorities
RTID .... Real Time Identification
SDS .... Sustainable Development Strategy
SGC .... Department of the Solicitor General of Canada
SII .... Service Improvement Initiative
SIU .... Special Investigative Unit
SPMD .... Seized Property Management Directorate
TBS .... Treasury Board Secretariat
UN .... United Nations
UNCIVPOL ..... United Nations Civilian Police
USINS .... United States Immigration and Naturalization Service
ViCLAS .... Violent Crime Linkage Analysis System
VSI .... Voluntary Sector Initiative

Minister's Message

I am pleased to present the Royal Canadian Mounted Police (RCMP) Report on Plans and Priorities – covering key plans, priorities and expected results for the period from April 1, 2002 to March 31, 2003.

The Portfolio of the Solicitor General includes the Department of the Solicitor General, the Royal Canadian Mounted Police (RCMP), the Correctional Service of Canada (CSC), the National Parole Board (NPB), the Canadian Security Intelligence Service (CSIS) and three review bodies. These agencies work in close collaboration with a broad range of public safety partners nationally and internationally, and play essential roles within the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole. Individually and collectively, they help ensure that Canada and Canadians remain safe and secure.

Despite the world's changed security environment, we look to the coming months with optimism and confidence, and a strengthened resolve not to let any threat to public safety and security – regardless of its nature or origin – compromise the quality of life we are so privileged to enjoy in Canada. Protecting Canadians against terrorism and organized crime were priorities for the Government of Canada well before last September's events. Through the continued dedicated efforts of the RCMP and its many partners, we will continue to improve the capacity, coordination and collaboration of law enforcement and security agencies, both at home and abroad.

These investments will help fulfil our commitments to Canadians as laid out in Canada's Anti-terrorism Plan: we will safeguard our way of life by stopping terrorists from getting into Canada in the first place; we will continue to refine the tools and other means by which we can better identify, prosecute, convict and punish terrorists; we will ensure that the Canada/US border remains secure and accessible for both our nations; and we will work with our international partners to bring terrorists to justice while addressing the underlying causes of terrorism.

The federal government's approach to keeping Canada and Canadians safe remains tough but balanced, building on the solid foundation of Canada's existing public safety and national security processes, partnerships and safeguards. Our actions will continue to focus not solely on punishment but also on prevention; on understanding and addressing the roots of criminal behaviour; and on giving victims an appropriate voice.

We know that our success will be measured by the strength and the quality of our domestic and international partnerships. Working together, we will keep our promise to Canadians – regardless of who they are and where they live – in a manner that respects and protects this country's values and the basic rights of its citizens.

Canadians have every right to expect their homes, their streets and their communities are safe. As Solicitor General, I am committed to working with my colleagues to further the efforts needed to enhance the quality of life for all Canadians, now and in the future. I have every confidence that we will achieve this goal, supported by the RCMP's continued dedication to excellence.

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

Commissioner's Introduction

For over 128 years, the RCMP has provided exemplary policing services to Canadians. But change is a constant, and Canada has changed irrevocably since the early days of the North West Mounted Police. More recently, the forces of globalization, terrorism and technology have changed the world, and changed what Canadians want and expect from government agencies. Today, in the aftermath of September 11, Canadians have revised their expectations of their governments and their agencies — to be more responsive and effective, as well as accountable and transparent.

The RCMP prides itself on being a flexible agency by quickly adapting to an environment of change. As Canada's national police service, we are fully committed to responsively and pro-actively meeting Canadians' needs. Our *operational* goal is to ensure **Safe Homes**, **Safe Communities.**

This Report describes the plans and priorities to meet that goal for fiscal 2002/03 and highlights our activities nearing the mid-point in a multi-year transition. It focuses on our course of action and capacity to accomplish our *operational* goal and our *organizational* goal as well – becoming a **strategy-focussed organization of excellence**. The achievement of these goals is based on maintaining a solid foundation of skilled people and innovative technology and strengthening four key themes or "pillars"– intelligence-led decision-making, clear accountabilities at all levels, extensive bridge-building and partnering, and solidifying the exemplary values of the RCMP.

In November 2000, we formulated and adopted a **Strategic Framework** that continues to provide our guideposts in the short and medium term. It sets out our **Strategic Priorities** – the convergence of our operational activities – Terrorism and Organized Crime, Youth, International Police Services, Alternative Justice and Integrated Policing. Every initiative we undertake needs to be aligned with these priorities.

Our **Strategic Framework** also defines our 6 short-term **Management Strategies** – ensuring we demonstrate value-driven management and the best use of the taxpayer's dollar:

- being intelligence-led – approaching all decision-making within the RCMP with the same rigour and intelligence that guide our policing and managing decisions – using a best practice "tool", called the *Ops Model*, for improved management decision-making at all levels
- improving communications – both internally to our staff and externally to clients, partners and stakeholders
- implementing the principles of modern comptrollership – results-focused, rigorous stewardship of resources, conscientious risk-management and effective controls
- improving our technological capacity – the basis for disseminating intelligence and enabling transparency in our reporting
- improving Human Resource capacities – ensuring that the best person is in the job and receives the support necessary to excel
- improving planning processes and implementing performance management – ensuring that we can clearly evaluate and report our results against well understood plans and priorities

Additionally, we remain committed to advancing the Federal Government's public safety agenda and related social and law enforcement policies*;* to ensuring that our priorities are aligned with those of the Government of Canada; to delivering services to our client communities with our partners in an integrated and seamless way*;* and to focussing on the achievement of *Results for Canadians.*

This is the third century in which the RCMP has been policing in Canada. At every turn we have adapted and responded to the needs of the society we serve. Canadians deserve not only the best return on their tax dollar, but the best possible policing services. We will deliver on both fronts.

G. Zaccardelli
Commissioner

Management Representation

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the *2002-2003 Report on Plans and Priorities* (RPP) for the Royal Canadian Mounted Police (RCMP).

To the best of my knowledge the information in this document:

- accurately portrays the organization's plans and priorities

- is consistent with the reporting principles contained in the *Guide to the preparation for the 2002-2003 Report on Plans and Priorities*

- is comprehensive and accurate

- 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 production.

The Planning, Reporting and 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: _____

Specific Internet Site References

In response to the Government-on-line Initiative, specific information about the RCMP can now be found on the Internet.

To access the RPP on-line, visit our Website at: `www.rcmp.ca/dpr/rpp02.htm`

Suggested Internet sites:

RCMP	**www.rcmp.ca**
RCMP Community Policing	**www.rcmp-ccaps.com**
RCMP Learning	**www.rcmp-learning.org**

Additional Suggested Internet sites:

Department Solicitor General Canada	**www.sgc.gc.ca**
Canadian Security Intelligence Service	**www.csis-scrs.gc.ca**
Commission for Public Complaints Against the RCMP	**www.cpc-cpp.gc.ca**
Correctional Services Canada	**www.csc-scc.gc.ca**
National Parole Board	**www.npb-cnlc.gc.ca**
RCMP External Review Committee	**www.erc-cee.gc.ca**
Treasury Board of Canada Secretariat	**www.tbs-sct.gc.ca**

The *Report on Plans and Priorities 2002-2003* is organ–ized to provide key planning information in the context of our Strategic Agenda, for the next fiscal year and a 2 – 3 year horizon. Before presenting the detailed information by business line and strategic objective, we submit this foreword – a section that highlights both our direction for the future and the environmental factors influencing and driving our plans and priorities.

RPP in Transition

Last year, our Report on Plans and Priorities described the new Commissioner's goal for the organization as he began his "watch" (September 2000). He challenged the RCMP to become an organization of excellence, and described our **Strategic Framework** for the first time – a roadmap for the journey to excellence. He heralded a change in focus for the Force from a tactical and reac-tive response to a strategically proactive one in policing and law enforcement.

This year, the shift in context continues. We continue to use "strategy," in the form of the **Strategic Frame-work**, as the lens through which we prioritize our activities. We have taken a significant first step in our migration to clear accountability through our **Strategic Framework** – a movement to strategic business planning based on strategic priorities at the corporate and business line levels.

As we continue on our multi-year journey to organiza-tional excellence, we are now focussing on **Performance Management**. We want to ensure that, as we realize our **Strategic Priorities/Objectives**, our resources deliver value and are used in the best possible way.

Next year's report will complete our transition. It will be results-based using the **Balanced Scorecard** – our chosen "tool" for implementing the principles of **Performance Management**.

While we are well on our way, from a managerial per-spective, we still have a significant obstacle in the form of our financial reporting. Our information systems are not yet fully capable of linking resources to strategic outcomes. We are still unable to rigorously account for the "value" of every budget dollar in terms of measurable program and service delivery results. Given the security concerns of Canadians following the events of Septem-ber 11, 2001, we always face the issue of whether
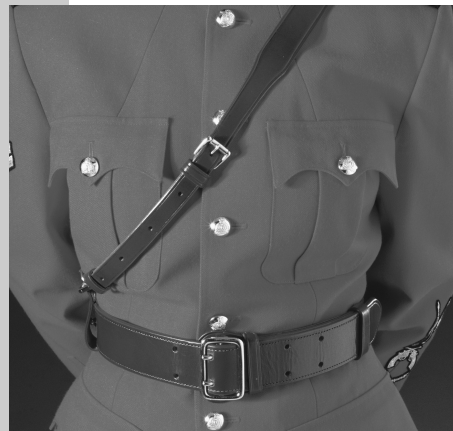
Telling the RCMP Story

Strategic Priorities:

Terrorism/Organized Crime
Youth
International Police Services
Alternative Justice
Integrated Policing

Strategic Objectives:

Prevention and Education
Intelligence
Investigation
Enforcement
Protection

there are adequate resources to deliver the full scope of the safety/security that Canadians expect.These are the key challenges to surmount in the near term.

Further to the RCMP in transition, the new Commissioner also raised another challenge that is harder, at this point, to define in terms of plans and priorities. As well as an organizational and an operational goal, the new Commissioner presented a "vision" of a different police and law enforcement community in the future – a community that was pro-active and leveraged resources to address the root causes of criminal extremism and terrorism in the absence of jurisdictional boundaries.

We have been progressively developing and evolving an "integrated policing" model – to focus consistent and sustained collaboration between all partners in the police and law enforcement community in Canada and abroad.

The model we have been developing has 4 dimensions:
- intelligence driven – shared intelligence at all levels of police/law enforcement agencies
- common threat assessment – the same analytical tools applied to the similar work environments
- common shared priorities – all agencies focus on the same strategic and tactical targets
- common action – multiple agency follow through on agreed decisions – no one agency "owns" the full scope of activities

Although the focus of this model has been the improvement of information/intelligence sharing and decision making at the 4 levels of policing in the RCMP – local, regional, national and international – it can apply equally well to the crime and security "challenges" facing agencies and governments at all levels in a more global context.

"Integrated Policing" can be a policing model for the 21st century:
- collection/analysis/dissemination of criminal intelligence and risk/threats analysis
- the use of a state-of-the-art threat assessment tools to identify shared tactical priorities and common targets for investigations

- the strategic leveraging of resources – all law enforcement partners – all levels of policing for shared strategic priorities
- coordinated investigative and enforcement activities in the global law enforcement community to respond to the increasing "internationalization" of crime

As the impact and implication of working toward the realization of this "vision" becomes clear, this dimension of RCMP activities will increasingly be reflected in future planning, reporting and accountability documents.

Performance Management – changing the way we tell our story

Performance Management is the glue that binds our **Strategic Framework** – its strategic priorities and objectives. It means that we will manage the organization in a manner that ensures full management focus on optimal performance against our strategic agenda. It gives us the leverage to tell a "performance" or results story whether it is to Parliamentarians in our Departmental Performance Report (DPR), or our communities in annual reports, or at conferences where we share best practices with international colleagues.

For the RCMP the concepts of Performance Management also fully incorporate the principles of modern comptrollership. In 1999, the RCMP was one of 12 federal government agencies to take part in a pilot study on modern comptrollership. In June of 2001, this pilot was expanded to embrace all federal agencies. It is a critical element of the Treasury Board initiative, *Results for Canadians* – a continuum of Program Review and Getting Government Right focussed on four themes: citizen focus, public service values, managing for results, responsible spending.

Modern comptrollership is about ensuring that:
- management decision-making has the benefit of rigorous, complete and integrated financial and non-financial, historic and prospective performance information appropriate advice, analysis and interpretation of this information;

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.

We provide services to Canadians through identifiable strategic outcomes in support of the Government's public safety agenda.

Telling the RCMP Story

- a mature risk management environment is sustained;
- control systems are appropriate to management needs and risks; and
- ethics, ethical practices and values are in place

Modern Comptrollership in the RCMP is a substantial *broadening* of the traditional comptrollership role and the *integration* of many aspects of that role into the functions of management

The RCMP continues to be strong in its commitment to the implementation of modern comptrollership – an integral part of the **Management Strategies** component of our **Strategic Framework**.

Performance Management also allows us to determine managerial accountability for achieving performance results — to communicate strategic priorities across the organization, to structure strategic alignment across business units and regions, to instill clarity and transparency around the allocation of resources, and to report on these results.

The tool we have chosen to ensure that we are rigorous and disciplined in our planning and in assessing/reporting on whether we have actually attained our objectives is the **Balanced Scorecard**. This methodology was chosen as most reflective of our values and purposes. It is the approach that will ensure we "manage through performance" – transparency, standards/measures, open evaluation, a capacity to learn quickly and to correct deficiencies when they become apparent.

The balanced scorecard is our means of implementing and delivering the vision of an organization of excellence. Extensive training and consultation on the balanced scorecard have taken place over the course of the past year throughout the organization. It will become the basis on which we report our plans and priorities, as well as our performance. It will provide the medium for telling the RCMP story to a variety of audiences: central agencies, Parliamentarians, partners, and, most importantly, to Canadians.

The Strategic Framework – the focus of the RCMP story

The **Strategic Framework** – formulated in November 2000 – continues to serve as the roadmap for our journey to the strategic goal of *Safe Homes, Safe Communities* for all Canadians, as well as our organizational goal of becoming an organization of excellence. It comprises our: Strategic Priorities, Strategic Objectives (core functions), and Management Strategies.

The framework provides a strategic focus for the organization – every person can see themselves and the work they do reflected in it. It also provides a means of communicating a focus not just on management control but also on strategic learning – ensuring that the priorities and objectives in the framework have relevance and value to the work of the RCMP.

Strategic Priorities
As Canada's national police service our primary goal is to contribute to keeping Canadians safe and secure. For the foreseeable future, we are focussing on the following five strategic priorities as the best way to lower the "barometer" of crime.

- Terrorism/Organized Crime
- Youth
- International Police Services
- Alternative Justice
- Integrated Policing

These strategic priorities are reviewed annually to ensure there continued alignment with the primary goal.

Strategic Objectives
The primary means we have of realizing the strategic priorities is through our ongoing commitment to improving our core functions – our Strategic Objectives:

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

Management Strategies
The RCMP Management Strategies represent the primary short-term means to drive our strategic priorities/objectives/outcomes. They include:

- being intelligence-led – approaching all decision-making within the RCMP with the same rigour and intelligence that guide our policing and managing decisions – using a best practice "tool", called the *Ops Model*, for improved management decision-making at all levels
- improving communications – both internally to our staff and externally to clients, partners and stakeholders
- implementing the principles of modern comptrollership – results-focused, rigorous stewardship of resources, conscientious risk-management and effective controls
- improving our technological capacity – the basis for disseminating intelligence and enabling transparency in our reporting
- improving Human Resources capacities – ensuring that the best person is in the job and receives the support necessary to excel
- improving planning processes and implementing performance management – ensuring that we can clearly evaluate and report our results against well understood plans and priorities

Guiding Principles
Our guiding principles in becoming **strategically focussed** and building an **organization of excellence** are:

- being intelligence-led
- living our values – integrity, honesty, professionalism, compassion, respect and accountability
- building bridges
- ensuring accountability at all levels

The second column in the chart following highlights the **five strategic priorities** identified in our **Strategic Framework**. They are a re-alignment and refocus of the priorities outlined in the *Report on Plans and Priorities 2001-2002* that guided the RCMP last year. These strategic priorities focus the activities of our business lines (left column).

Each of the five strategic priorities usually involve more than one business line. This makes them interdependent at the operational level, reflecting the complex nature of everyday policing. And, the strategic priorities are addressed in cooperation with partners consisting of federal, provincial and territorial government departments, and agencies, as well as communities, local groups and organizations. The RCMP also works in partnership with Canadians, who are entitled to policing services as citizens, while fulfilling their own civic responsibilities.

The strategic outcomes (third column) are defined and detailed in terms of our plans and priorities in the rest of the document. The fourth column defines the business line accountability.

These strategic priorities, strategic outcomes and accountabilities will serve as the foundation for reporting on the RCMP's results in the *2002-2003 Departmental Performance Report* in the fall of 2003.

Strategic Outcomes and Business Lines

Strategic Priorities:

Terrorism/Organized Crime
Youth
International Police Services
Alternative Justice
Integrated Policing

Strategic Objectives:

Prevention and Education
Intelligence
Investigation
Enforcement
Protection

Business Lines	Strategic Priorities	Strategic Outcomes	Business Line Accountability
Federal Policing Services	Terrorism / Organized Crime	Reduce threat of terrorism/ organized crime	Federal Policing Services Protective Policing Services
		Reduce youth participation in crime	Contract Policing Services
	Youth	Reduce violence and victimization	Contract Policing Services Peacekeeping Services
Contract Policing Services		Advance alternative justice	Contract Policing Services
	International Police Services (including Peacekeeping)	Demonstrate leadership in integrated policing at all levels	Federal Policing Services Contract Policing Services Peacekeeping Services Protective Policing Services National Police Services
Peacekeeping Services		Demonstrate sound stewardship and accountability	Federal Policing Services Contract Policing Services Peacekeeping Services Protective Policing Services National Police Services Corporate Infrastructure
	Alternative Justice	Increase client efficiency and effectiveness (NPS)	National Police Services
		Ensure products and services are timely and of high quality (NPS)	National Police Services
Protective Policing Services	Integrated Policing	NPS is recognized for innovation and research	National Police Services
		Integrate law enforcement efforts	National Police Services
National Police Services		Maximize return on stakeholder contribution	National Police Services

The Organizational Context

The RCMP 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 RCMP is a unique policing body in the world with multi-tiered 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, Strategic Direction and Corporate Management and Modern Comptrollership – 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 10 program directors at National Headquarters.
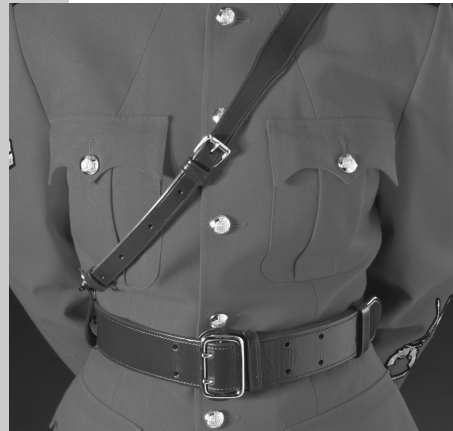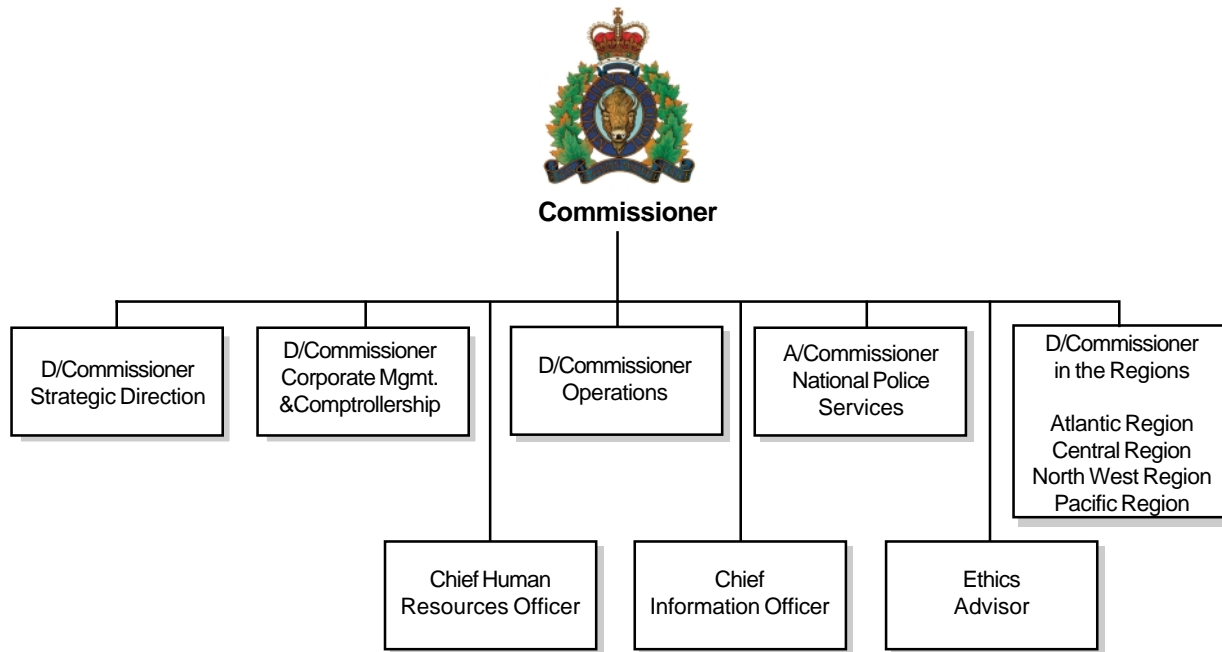
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Context for Planning

RCMP Structure

Commissioner

- D/Commissioner Strategic Direction
- D/Commissioner Corporate Mgmt. &Comptrollership
- D/Commissioner Operations
- A/Commissioner National Police Services
- D/Commissioner in the Regions

  Atlantic Region
  Central Region
  North West Region
  Pacific Region

- Chief Human Resources Officer
- Chief Information Officer
- Ethics Advisor

Departmental Planned Spending

($ Millions)	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates	2,420.0	**2,545.8**	2,538.0	2,517.3
Non–budgetary Main Estimates	0.0	**0.0**	0.0	0.0
Less: Respendable Revenue	916.2	**933.2**	937.6	937.6
Total Main Estimates	1,503.8	**1,612.6**	1,600.4	1,579.7
Adjustments to Planned Spending	196.8	**37.3**	3.6	3.0
Net Planned Spending	1,700.6	**1,649.9**	1,604.0	1,582.7
Less: Non–respendable revenue	11.6	**11.6**	11.6	11.6
Plus: Cost of services received without charge	73.0	**125.1**	125.1	125.1
Net cost of Program	1,762.0	**1,763.4**	1,717.5	1,696.2
Full Time Equivalents	21,291	**22,060**	22,022	22,151

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

Context for Planning

The Business Context

The RCMP has six business lines: Federal Policing Services, Contract Policing Services, Peacekeeping Services, Protective Policing, National Police Services and Corporate Infrastructure. They are defined below and detailed in the sections following.

1. Federal Policing Services

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

As the police service for Canada, **Federal Policing** represents the core mandate of the RCMP at the national level. Federal policing services help ensure our collective objective of Safe Homes, Safe Communities at the local, provincial/territorial and national levels.

We are dedicated to providing Canadians with quality federal services to ensure a prosperous and stable economy and to protecting Canadian society against terrorism and terrorism threats (e.g. bio-terrorism) and organized crime in areas that many Canadians seldom experience directly, such as corporate crimes, fraudulent telemarketing schemes, stock market fraud and "cyberspace" crimes.

Federal policing is delivered through the community policing principles, which involve team work and partnership with the communities we serve.

Specific information about this business line can be found at:

www.rcmp-grc.gc.ca/html/federalservices.htm   Federal Policing Services
www.rcmp-grc.gc.ca/html/cr-intel.htm   Criminal Intelligence Program
www.rcmp-grc.gc.ca/html/organized-crime.htm   RCMP Organized Crime Initiative

Planned Spending and Full Time Equivalents (FTE)

Federal Policing Services	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	605.2	**577.8**	544.8	539.1
FTEs Subject to RCMP Act	3,939	**4,086**	3,944	3,970
FTEs Subject to PSE Act	507	**480**	485	488

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

2. Contract Policing Services

The services provided by this Business Line result from policing agreements between the Federal Government and eight provinces, the three territories, over two hundred municipalities, sixty-five Aboriginal communities and three airports. The agreements with the provinces, territories and municipalities are provided on a cost-sharing basis for twenty years and are in effect until 2012. The agreements with Aboriginal communities are Community Tripartitie Agreements which involve the Federal and Provincial Governments.

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

As a result, everything we do focusses on consulting with our clients and stakeholders, forming partnerships with our communities and local agencies, empowering our front line, and mobilizing community and other resources to supplement our own resources. By listening to our clients and partners, the policing services we deliver under contract are better tailored to the needs and priorities of each community. By learning from pilot projects and best practices, we continuously improve the quality of the services we provide. These efforts are supplemented by a pool of over 75,000 volunteers across the country and by the fact that RCMP employees are an integral part of the social fabric in the communities they serve.

We also improve our services by applying our problem-solving approach to victims, offenders and the public. We do this by tailoring a mix of complementary strategies for each problem and each community. Our strategies include:

- reducing crime and deterring further crime through law enforcement
- preventing crime and repeat crimes by solving common underlying problems
- delivering restorative justice measures
- diverting young offenders from the criminal justice system
- softening the impact on victims
- targeting high-risk offenders to prevent recidivism
- forming partnerships
- promoting public education and awareness

Specific information about this business line can be found at:

www.rcmp-grc.gc.ca/youth/index_e.htm   National Youth Strategy
www.deal.org   Delivering Education and Awareness for Life (DEAL)
www.rcmp-grc.gc.ca/aborig.htm   Aboriginal Youth Training Program an Cadet
Development Program

Planned Spending and Full Time Equivalents (FTE)

Contract Policing Services	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	348.2	**360.5**	362.0	361.8
FTEs Subject to RCMP Act	10,417	**11,232**	11,332	11,432
FTEs Subject to PSE Act	1,057	**1,099**	1,099	1,099

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

3. Peacekeeping Services

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

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping under the Canadian Police Arrangement: DFAIT, CIDA, and the Solicitor General of Canada, pursuant to the Government's foreign policy on peacekeeping which routinely falls under a UN or an Organization for Security and Cooperation in Europe (OSCE) mandate.

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

The RCMP delivers Canadian civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of war-torn countries.

Specific information about this business line can be found at:

www.rcmp-grc.gc.ca/peacekeepinindex_e.htm

Context for Planning

Planned Spending and Full Time Equivalents (FTE)

Peacekeeping Services	Forecast Spending 2001-2002	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	0.0	**0.0**	0.0	0.0
FTEs Subject to RCMP Act	0	**0**	0	0
FTEs 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.

4. Protective Policing Services

No single statute or other legislation covers the RCMP's Protective Policing activities. The RCMP bases its responsibilities on various authorities regarding its protective mandate.

The objective of this business line 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 – the unpredictability of Canadian dignitaries trips within and outside Canada, foreign dignitaries visit to Canada, major events hosted by Canada and events occurring on the international scene that have repercussions in Canada. Protective Policing activities are highly sensitive, with minimal room for error, given the exposure to terrorism and organized crime, as well as to the emerging trend of civil disobedience.

Planned Spending and Full Time Equivalents (FTE)

Protective Policing Services	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	146.4	**116.1**	96.4	96.4
FTEs Subject to RCMP Act	652	**618**	618	618
FTEs Subject to PSE Act	64	**24**	24	24

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

5. National Police Services

Administered by the RCMP, National Police Services (NPS) provides support services to the broader criminal justice community and is the backbone for Canada's 500 or more law enforcement agencies. The programs delivered by NPS contribute significantly to government-wide priorities, especially that of Building Safer Communities. They are aligned with the Solicitor General of Canada's priorities for public safety, particularly the strategy to combat organized crime. Approximately 70% of the NPS business line service delivery is external to the RCMP.

Information and Identification Services contributes through a national information exchange system with Canadian law enforcement agencies on matters such as:

• criminal records
• fingerprints
• forensic imaging, and
• missing children

The facilities and systems of Criminal Intelligence Service Canada (CISC) enhance the sharing of criminal intelligence and the promotion of inter-agency cooperation. The Canadian Police College (CPC) provides specialized education and training to Canadian and foreign law enforcement agencies.

The Forensic Laboratory Services conduct scientific analyses of evidence from crime scenes, present forensic evidence in courts; and research and develop new and advanced forensic methods, such as DNA analysis.

Specific information about this business line can be found at:

Technical development and support for legally sanctioned activity of a covert nature are provided to the RCMP through the Technical Operations program. This area also manages the Canadian Bomb Data Centre and the Violent Crime Linkage Analysis system (ViCLAS) for the broader law enforcement community.

The coordination of all information management and information technology requirements are also managed under the NPS program area.

www.cisc.gc.ca	CISC Annual Report on Organized Crime
www.ourmissingchildren.ca	Missing Children's Registry
www.rcmp-grc.gc.ca/html/labs.htm	Forensic Laboratories Services
www.nps.ca	Canadian Police Information Centre
www.rcmp-grc.gc.ca/technology/index_e.htm	Technology

Planned Spending and Full Time Equivalents (FTE)

National Police Services	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	338.7	**368.1**	374.7	351.6
FTEs Subject to RCMP Act	1,084	**1,496**	1,496	1,496
FTEs Subject to PSE Act	548	**369**	369	369

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

6. Corporate Infrastructure

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

Planning and Performance Management Strategies, Communications, and the implementation of Modern Comptrollership principles are presently the main focus of Corporate Infrastructure. From a strategic perspective, the work of this business line is discussed in Section 2.

Planned Spending and Full Time Equivalents (FTE)

Corporate Infrastructure	Forecast Spending 2001-2002*	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Program Spending	262.1	**227.4**	226.2	233.9
FTEs Subject to RCMP Act	1,229	**1,123**	1,123	1,123
FTEs Subject to PSE Act	1,692	**1,533**	1,532	1,532

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

Context for Planning

The Implementation Context – Our Environment

The RCMP maintains a robust environmental scanning capacity to stay on top of emerging trends and issues on local, national and global fronts. This monitoring helps to anticipate challenges and opportunities and enables the change and adaptation required to operate effectively in a continually evolving environment.

The RCMP Environmental Scan is updated three times a year and can be accessed at the following addresses:

http://rcmp-grc.gc.ca/html/environ_scan.htm (English)
http://rcmp-grc.gc.ca/html/environ_scan_f.htm (French)

September 11, 2001
September 11 witnessed the hijacking of four American passenger jets and their subsequent crashes into the World Trade Centre towers in New York City, the Pentagon in Washington and a field in Pennsylvania. These terrorist acts, attributed to Osama bin Laden and the al Qaeda network, rocked the globe and brought global terrorism to the forefront of the international stage. It has forever changed the way we see the world, particularly regions like North America, traditionally perceived as relatively safe from terrorism. It has also necessitated new perspectives on policing/law enforcement.

The Face of New Global Terrorism
September 11 helped raise our awareness of contemporary terrorist threats:
- operating on international foundations that have been expanding since the early 1970s
- highly committed, with capacities and philosophies (e.g. suicide missions) that we are only beginning to comprehend
- deeply connected to organized crime
- bound by extremist religious and political interpretations
- facilitated by certain aspects of globalization, which have enabled the expansion of their influence and impact

The New World Order
A need for new and more effective international partnerships and institutions was understood prior to September 11, but the terrorist attacks helped to underscore the necessity of global collaboration (e.g. integrated policing). There is an emerging understanding of the shift in focus from superpower agendas to those of security and humanitarianism, and the sense that all nations have roles and responsibilities to these ends. Global partners will be expected to do their part to eliminate terrorist threats domestically and, in some cases, globally.

Emerging security agendas
One of the most immediate and tangible responses to September 11 was the formation of an international anti-terrorism coalition. Initially understood to be a short term collaboration centered around the military response to September 11, the coalition is now taking on a longer term agenda of responding to terrorism through multidimensional (e.g. diplomatic, military, intelligence, law enforcement, humanitarian and financial) means.

New security concepts are also emerging around North American "borders". The need to strengthen security while maintaining sovereignty, and to facilitate expanding economic integration is driving these new constructs. The threat of terrorism is likely to have a significant impact on international migration – many governments will implement stricter border controls, there will be increased scrutiny of travelers, and the overall flow of refugees and migrants could be slowed. There is to be enhanced collaboration between Canada and the United States on these issues, as signified by the December 2001 signing of the Joint Statement of Cooperation on Border Security and Regional Migration Issues.

Integrated Policing
Significant challenges are facing the international policing, intelligence and security communities. Currently, there exists a mix of approaches, key determinants of which include the historical development of police and intelligence organizations within diverse constitutional contexts, their national, legal and governance frameworks and their international position. This mix creates challenges for horizontal coordination and impediments to "big picture", integrated approaches.

New thinking and leadership is required to break down silos and foster flexible and collaborative networks. This also implies the need for a strategic, coordinated focus across the global security community – the comprehensiveness of this collaboration will drive success and is critical to creating an effective international policing/intelligence alliance.

The RCMP has embarked on a multi-phased response to this new security environment, ranging from the more immediate responses that followed September 11 – tactical and security needs – to the requirements of the medium and long term horizons – including enhancing and integrating, with our partners, "intelligence alliances" and enforcement capacities. This includes enhanced collaboration with the United States, as signaled by the December 2001 signing of joint agreement between the RCMP and the FBI to improve sharing data, equipment and information.

Broad Policy Trends

Despite the magnitude of the events of September 11, other important developments and trends continue to evolve around the world, that are still very important as the backdrop to strategic policing/law enforcement. These include:

Global

Demographics – burgeoning populations
• world's population still rapidly increasing – currently at 6.1B – expected to reach 9.3B by 2050 – 8.2B of which will be concentrated in less developed regions

Society – growing inequality/ideological divides
• richest pulling away, while poorest falling away from median – compounding zones of peace and turmoil
• polarization – North/South – globalists/anti-globalists – push-pull migration
• Aboriginal communities – tools of globalization could enable global indigenous populations to mobilize and work for common outcomes
• hope in the wake of tragedy – the events following September 11 demonstrated a strong underlying social capital in the world – test will be if it lasts

Economy
• trade and expanding globalization must now be considered in context of global recession
• North American pull – US economic downturn likely to stimulate a first global recession since 1990, particularly because of the synchronization of world economies
• January 1, 2002 marked the formal introduction of the Euro – analysts will closely monitor signals of potential future shifts in global economic dominance

Politics and Governance
• new areas of growing global political influence and leverage, emerging powers – China and India – likely to play significant role in new international landscape

The Environment
• continued erosion of global environmental and human health
• clean water/air – quality of life issues linking developed and developing world
• water scarcity is another manifestation of the north/south or developed world/developing world disparity
• climate change continues to be one of the most significant environmental challenges facing humanity – direct and indirect links to human and other species' health

• Bonn 2001– success in crafting a compromise deal to press forward with the Kyoto pact to cut greenhouse gases – leaves the United States as the only world power not to accept the Kyoto accord

Science and Technology
• issues of privacy/security have been exacerbated by the events of September 11
• enhanced importance of biotechnology R&D in wake of emerging threats
• intellectual property ownership and access issues are at stake – who benefits from the advancement of human knowledge and innovation?
• genetics – rapidly growing sector of economy, with the potential to redefine ethics and health as we know it

Canada

Society – growing inequality/ideological divides
• Aboriginal communities – INAC poll finds First Nations priorities are shifting away from self-governance to other issues like healthcare, education and economic sustainability
• current research has shown that Canada is at the top end of Western democracies where social cohesion, evidenced by strong public perceptions of well-being

Economy
• competitive capacity in the global economy is dependent on investment in skills and learning - Canada is a potential leader in knowledge-based society and economy, with a high proportion of educated, skilled workers
• challenges include large low-skilled population, growing dependence on immigration as source for skilled workers, and major structural demographic change
• Budget 2001 forecasts balanced budget targets for Canada on the two year horizon, despite economic turbulence – fiscal prudence of recent years offering a stabilizing effect
• Canadians remain relatively optimistic about the economic future, despite ongoing alarm bells sounding among the media, business commentators and economists

Politics and Governance
• Romanow Commission on the Future of Health Care in Canada continues to focus on public values, sustainability of our health care system, adaptability and relationships

Context for Planning

- changing role in global/national relationships - opportunity for Canada as model of social justice increased need for broader multisectoral cooperation and involvement in policy
- Canada and United States enter into landmark governance partnership in the wake of September 11 – established to enhance collaboration on intelligence, investigations, law enforcement and border management

Environment
- water and water scarcity could impact on the global policy agenda in the not too distant future – Canada will be facing enormous pressure – Walkerton and North Battleford were signals of challenge
- clean water and clean air issues rank higher than security on list of priority policy areas for Canadians
- climate change in Canada's North – could threaten Inuit and other northern peoples capacity to live off the land

Key Policy Challenges

September 11 brought to light how vulnerable North America is to global terrorist threats and revealed the "dark side" of globalization. It has underscored the value of international partnerships and collaboration and has set in motion a new approach to the way we view and govern the world. Within this context, a number of key policy challenges emerge, including:

- the requirement for effective response to security threats, real and perceived
- defining the role of government in the post-September 11 environment
- resolving conflicting pressures of harmonization and protectionism
- recognition of the links between security and trade agendas
- significantly increased complexity of policy making
- determining Canada's position and contribution to the emerging New World Order

This then is the scope of our "RPP in Transition" and the context in which we are doing planning. The RCMP is an organization pursuing a new vision – an organization focussed on strategic goals and priorities, and working to improve our capacity to not only be fiscally responsible but to become a strategic learning and adapting entity.

The sections following highlight our transition as we try to define our plans and priorities against strategic outcomes. The 2003/04 RPP will complete the transition.

5

1. Reduce threat of terrorism/ organized crime

Outcome Statement:
- disrupt, dismantle and prevent organized/terrorist criminal groups from operating in Canada.

Plans and Priorities:
- establish Integrated National Security Teams (INSETs) in Vancouver, Toronto, Montreal and Ottawa in a coordinated effort to identify and prevent or detect and prosecute any terrorist entity attempting to compromise the security of Canada
- create a Financial Intelligence Branch (FIB) to gather information relevant to the detection and prosecution of terrorist organizations, with the goal of removing their illegal assets from criminal circulation
- enhance air travel security by creating and implementing Air Protective Security Units to protect public against terrorist attacks
- staff five liaison officer (LO) positions to enhance the fight against organized crime and terrorism in strategically located posts abroad (Kingston, Madrid, The Hague, Beijing and Vienna)
- ensure the new uniform Airport Federal Enforcement Section (FES) positions at Vancouver, Toronto and Montreal direct efforts on combatting organized crime at these locations
- develop an integrated approach to increase the integrity of Canadian passports, travel documents and the Citizenship process to reduce their vulnerability to exploitation by terrorist and/or organized crime groups
- within five years, create three permanent infiltration units, designed to be proactive within sphere of organized crime and other criminal activities
- improve the plan for managing the Proceeds of Crime Program in Canada
- improve strategic intelligence reporting in relation to contraband tobacco products, in support of the Federal Government's "Federal Tobacco Control Strategy"
- improve the scope and quality of information input into the shared intelligence systems
- gather further intelligence in the areas of environmental crime, intellectual property, copyright offences, diamond issues and at international airports
- extend education and prevention programs nationally and internationally, thereby deterring illegal migrants and denying organized crime groups access to Canadian soil

Details by Strategic Outcomes

Strategic Priorities:

Terrorism/Organized Crime
Youth
International Police Services
Alternative Justice
Integrated Policing

Strategic Objectives:

Prevention and Education
Intelligence
Investigation
Enforcement
Protection

Details by Strategic Outcomes

- develop strategies to address organized crime groups managing Identity Factories, creating new identities for person wishing to participate in elaborate fraudulent shemes
- improve training methods within specialized investigative techniques, and continue to improve our detection of fraudulent travel documents produced by increasingly sophisticated forgers and credit card fraud, counterfeit currency, payment and credit cards, produced by increasingly sophisticated criminals
- develop the Organized Crime Learning Strategy to improve investigative competencies and skills
- expand the use of technology to enhance the security of designated protected persons
- improve our evaluation system which recognizes the impact of organized crime and terrorism on community safety and security, and the impact of investigation of terrorist and organized crime groups, including the investigation of POC and terrorist funding, as well as recognizing the full spectrum of the economic impact investigation of organized crime and terrorism
- develop performance indicators for the disruption/ dismantling of organized criminal groups/terrorism

Key Partners:
- SGC, Justice Canada, Transport Canada, CCRA, Department of Finance, Health Canada, Bank of Canada, Industry Canada, Heritage Canada, CISC, CSC, CIC, DFAIT, DND, UNCIVPOL, USINS, FinTRACC, FAMD, SPMD, CSIS, private industry (e.g. Canadian Bankers Association, international airlines), municipal, provincial, territorial agencies responsible for health, education and corrections, Canadian and foreign law enforcement agencies.

Performance Measures:
- number of sub-groups seriously disrupted/dismantled from the organized/terrorist criminal groups identified as the top priority threats to Canada
- number of threats, incidents and attempts failed relating to designated protected persons

Note: This outcome is usually shared with other law enforcement agencies.

Business Line Accountability:
- Federal Policing Services
- Protective Policing Services

2. Reduce youth participation in crime

Outcome Statement:
- invest in the long-term wellness of communities by crime prevention activities targeting youth – beginning at an early age, with a focus on the root, underlying social causes

Plans and Priorities:
- increase emphasis on crime prevention and education programs for at-risk youth
- in partnership with Human Resources Development Canada and other government departments working with youth at risk, further the Youth Employment Strategy through the creation of programs tailored to assist at-risk youth gain access to the labour force
- create a community training initiative and working group in partnership with the Solicitor General of Canada, Canadian Association of Chiefs of Police, the Ottawa Police Service and community volunteers to develop a integrated training model on club drugs and raves and to find local solutions to the overdose deaths and accidents that are indirectly attributed to the consumption of drugs at raves
- in partnership with Health Canada and community organizations, provide RCMP members with training in the detection and interaction with persons with Fetal Alcohol Syndrome/Fetal Alcohol Effect
- in partnership with Industry Canada, the Media Awareness Network, the Criminal Intelligence Service of Canada and others, further a Canadian Strategy for the promotion of safe, wise and responsible Internet use through: the production of public information materials aimed at increasing children's awareness of threats on the Internet; and an analysis of data relating to Internet use by children with a view to identifying threats and a communication strategy around the release of this information
- develop methods for tracking the recidivism of youth diverted from the formal justice system
- evaluate the various RCMP educational, community-wellness and crime prevention programs to ensure their relevance to Aboriginal communities

Key Partners:
- federal, provincial and territorial departments and agencies, non-governmental organizations and youth community volunteers

Performance Measures:
- number of members/community members who receive training on the principles and philosophies of the National Youth Strategy and crime prevention through social development

Note: Trends in selected youth crimes is a potential indicator for the future once the training program has been implemented.

Business Line Accountability:
- Contract Policing Services

Details by Strategic Outcomes

3. Reduce violence and victimization

Outcome Statement:
- target those groups with a high potential of committing violent crimes
- assist Peacekeeping and those groups which are statistically more vulnerable to being victims of violence (i.e. children, elderly, ethno-cultural groups, First Nations peoples, women)

Plans and Priorities:
- document trends in police-reported crime rates on crimes against persons and trends in victimization rates for the past five years
- continue to implement the community policing approach, including restorative justice, crime prevention and other strategies
- explore the impact of demographic and socio-economic changes on crime
- partner with other federal departments on national surveys to assess Canadian perceptions on family violence and violence against women
- continue to improve the RCMP Operation Statistical Reporting (OSR) system to ensure accurate crime data
- train all RCMP Traffic members in the new approach to service delivery which is expected to improve the seat belt wearing rate and reduce the incidents of impaired driving
- conduct seat belt and night time drinking surveys in rural areas across Canada to establish baseline data from which performance measures may be taken
- continue to explore and develop innovative ways to support local surveys on victimization and the fear of being victimized, in order to provide realistic performance measurements of the success of informational and educational initiatives
- continue to explore and develop new partnerships, in the delivery of public education, and awareness on crime prevention
- in partnership with the Department of Indian and Northern Affairs Development (DIAND) and Status of Women Canada, support and provide guidance to the National Aboriginal Circle Against Family Violence
- assess our educational, community wellness and crime prevention programs to ensure they serve Canadians effectively
- continue national training of RCMP members in the Sexual Assault Investigator's Course which includes victim sensitivity training
- develop a national course for RCMP members on Spousal/Partner Assault which will examine the dynamics for power imbalance, the cycle of violence within relationships, safety issues for the victim and children and referrals to victim services
- consolidate best practices for suicide prevention in Aboriginal communities
- in partnership with the Aboriginal Nurses Association of Canada and the National Crime Prevention Centre, facilitate a process for Aboriginal people to develop a national action plan that addresses family violence in Aboriginal communities that will complement the Federal Government's Family Violence Initiative
- improve our capacity to respond to major public order incidents
- improved police structures enabling the local police forces to cover all their areas of responsibilities
- increased communications and cooperation between local police and the communities they serve

Key Partners:
- SGC, Justice Canada, Health Canada, HRDC, Correctional Service Canada, DIAND, Status of Women Canada, Statistics Canada, National Crime Prevention Centre, as well as other federal departments, contract partners, provincial agencies, communities, community crime prevention and safety organizations, victims services organizations, other police agencies and schools and many other non-government organizations

Performance Measures:
- trends in police-reported crime rates on crimes against persons, specifically for the indicator offences of domestic violence and sexual assault
- trends in victimization rates reported through surveys of victims, specifically for the indicator offences of domestic violence and sexual assault
- trends in seat belt wearing rates
- trends in percentage of impaired drivers in rural areas
- number of awareness programs in place
- number of partnering agencies working with police on awareness programs

In war-torn countries where CIVPOL peacekeeping missions are conducted:
- number of human rights violations reported
- decreasing need for international police intervention or monitoring

Business Line Accountability:
- Contract Policing Services
- Peacekeeping Services

4. Advance alternative justice

Outcome Statement:
• adopt policing approaches that are responsive to the needs and culture of communities by focussing on alternatives to the traditional criminal justice system that decrease recidivism and work for both victims and offenders

Plans and Priorities:
• continue to improve the RCMP Operation Statistical Reporting (OSR) system to ensure accurate crime data
• implement restorative justice initiatives, such as Community Justice Forums (CJF) to reduce recidivism, especially when targeting young offenders responsible for minor offences
• continue partnership with the Aboriginal Justice Learning Network to advance understanding and use of Community Justice Forums and Aboriginal history and culture through development of a training module for use by RCMP members and communities
• provide additional systematic evidence of the positive impact of restorative justice activities
• continue to monitor trends in Alternative Justice
• conduct analysis of data collected on the impact of training in Community Justice Forums and conflict resolution in school districts where school boards have partnered with the RCMP

• continue to participate with the Canadian Criminal Justice Association in planning the National Conference on Restorative Justice (note: the Conference is scheduled for September 2002 in Hull, Quebec and it will focus on the issues and concerns surrounding the use of Alternative Justice)

Key Partners:
• communities and leaders, Justice Canada — Aboriginal Justice Learning Network, CISC, DIAND, CIC, HRDC, National Crime Prevention Centre, provincial attorneys general, Aboriginal Nurses Association of Canada and contract partners.

Performance Measures:
• trends in the number of individuals being diverted from the formal criminal justice system

Business Line Accountability:
• Contract Policing Services

Details by Strategic Outcomes

5. Demonstrate leadership in integrated policing at all levels

Outcome Statement:
- promote the sharing of criminal intelligence, investigative tools and techniques, information and strategic management of resources at the municipal, provincial, national and international levels of law enforcement, including partnering that will help improve international policing operations, build civil and democratic infrastructures abroad

Plans and Priorities:
- improve international relationships by providing investigative cooperation and training sessions to foreign countries
- create Financial Intelligence Units to track terrorist activities in financial systems
- implement the Border Integrity Strategy that includes the deployment of new Integrated Border Enforcement Teams (IBETs) at strategic locations along the border and improve the capacity of existing ones in partnership with other government agencies
- establish Integrated Security Enforcement Teams (INSETs), in response to recent terrorist activities, joining Subject Matter Experts from the RCMP with Federal, provincial, municipal and international partner agencies
- develop an MOU in partnership with CIC to formalize our enforcement relationship under the Immigration Act
- develop an MOU in partnership with CCRA, Excise Duty and Taxes Directorate, to formalize our enforcement relationship under the Excise Act
- develop a new partnership with both the regulator and private sectors in the ongoing development of RECOL (Reporting Economic Crime On-Line) to assist law enforcement and regulatory agencies combatting fraud
- develop the current partnership with Transport Canada to become more proactive and strategically focussed
- enhance partnerships with police and law enforcement communities for fully integrated policing during upcoming major events such as the G8, World Youth Day and the Royal visits
- provide police agencies interested in implementing the RCMP's new approach to traffic service delivery in their jurisdictions with access to the RCMP's Traffic Services Management Information Tool and action plan
- develop contacts within the intelligence community in Canada and abroad to continue to be more proactive on the international scene to effectively thwart the impact of organized crime and terrorism on the Canadian population

- partner with the Canadian and foreign intelligence community to effectively protect Internationally Protected Persons (IPPs) and other dignitaries
- develop specialized law enforcement initiatives focussed on organized crime local police and on the role played by Interpol
- increase Canadian civilian police officers' awareness of the importance of reporting criminal activities
- enhance our securities fraud analytical capability in conjunction with partners in the provincial securities commission
- develop an intelligence unit totally devoted to protective functions
- develop a partner/stakeholder survey instrument and conduct the survey
- continue to invest in renewal and upgrading of technology based tools assisting police operations: Canadian Police Information (CPIC) Renewal, national radio systems strategy, occurrence management solution, and intelligence and specialized systems

Key Partners:
- SGC, PCO, PMO, CIDA, CISC, DND, CIC, CACP, Interpol, Europol, G8 Senior Experts Group on Transnational Organized Crime and International Terrorism, Transport Canada, Canadian Safety Council, 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 USA, England and Australia, provincial and municipal police services

Performance Measures:
- satisfaction levels expressed by partners on the quality of partnerships
- effectiveness of local police in trans-border criminal activities
- growing volume of valuable criminal/terrorist information received
- safe movement of IPPs and Canadian dignitaries
- safe movement of travelling public on air flights

Business Line Accountability:
- Federal Policing Services
- Contract Policing Services
- Peacekeeping Services
- Protective Policing Services
- National Police Services

6. Demonstrate sound stewardship and accountability

Outcome Statement:
- satisfy our partners and stakeholders by demonstrating value for money through sound stewardship and rigorous accountability, as well as reflecting other principles of modern comptrollership

Plans and Priorities:
- The government has entrusted funds to the RCMP to support a variety of initiatives aimed to identify and prevent or detect and prosecute individuals or groups posing a threat to the national security of Canada. The focus will be on time and resource management for optimal results and economies.

We will also:
- improve planning processes to ensure we can clearly evaluate and report our results against well understood plans and priorities
- implement an effective performance management regime using the balanced scorecard methodology
- implement modern results-based management practices (e.g. Modern Comptrollership)
- continue to search for innovative and affordable ways to obtain systematic feedback on the quality of RCMP services and ensure they remain relevant to the needs of our clients, partners and stakeholders
- design an appropriate methodology and conduct a subsequent survey of our contract partners independent of the upcoming five year review of the Police Services Agreements, to ensure our services and delivery methods remain relevant to the needs of our clients
- prepare for the review, in 2007, of the twenty year Police Services Agreements
- expand measures to reduce costs associated with legal disclosure
- improve ability to be accountable to government by standardizing a method of file selection and prioritization, as well as reporting during and at the conclusion of cases

- develop a performance evaluation and accountability regime with our partners with respect to our responsibilities under the revised Proceeds of Crime (Money Laundering) Act
- restructure the Integrated Proceeds of Crime evaluation framework so that it is consistent with the needs of Government
- continue the implementation of the ASI and Customs and Excise Program Performance Frameworks
- improve accountability and funding for the Protective Policing Program by conducting a national review of its role, functions, structure and funding arrangements
- explore the feasibility of extending the Management Information System (MIS) to Protective Operations
- improve the integration of results-based management (reporting process to CIDA funded programs) into all phases of Peacekeeping Operations
- implement a strategic approach to the identification and training of Canadian police managers through the development of and the implementation of key selection and training criteria

Key Partners:
- SGC, central agencies, private sector consultants, and other departments/organizations who may demonstrate a best practice

Performance Measures:
- level of satisfaction with the quality and timeliness of financial reports

Business Line Accountability:
- Federal Policing Services
- Contract Policing Services
- Peacekeeping Services
- Protective Policing Services
- National Police Services
- Corporate Infrastructure

Details by Strategic Outcomes

7. Increase client efficiency and effectiveness

Outcome Statement:
- the client's ability to effectively achieve intended results at a reduced direct cost as a result of intelligence analysis and specialized investigative training and using the scientific and technical investigative support as well as the data warehouse available from NPS

Plans and Priorities:
- embrace a "one laboratory service, several delivery sites" operating perspective to incorporate a new case management process, consolidate disciplines, centralize specialized services such as the Central Bureau for Counterfeits and the DNA Data Bank, and case leveling to balance casework nationally
- continue to compile client satisfaction information when evidence is returned to clients following analysis through the Quality of Service Questionnaire
- comply with TBS Service Improvement Initiative of 10% increase by 2005

- streamline casework management to avoid work of limited probative value and to avoid duplication of work
- improve the response of Canadian law enforcement to the threat of organized crime through championing an intelligence-led police model
- implement an Information Management System for the Forensic Laboratory Services and improve performance reporting
- implement Real Time Identification to facilitate the rapid electronic transmission of fingerprints to the National AFIS site

Key Partners:
- Canadian police investigators, crown counsel, federal and provincial departments and agencies, FBI, private industry

Performance Measures:
- client satisfaction
- increase in client efficiency and/or effectiveness
- satisfaction levels expressed by key partners on the quality of scientific and technical investigative support
- satisfaction levels expressed by key partners on the quality of intelligence analysis and specialized investigative training

Business Line Accountability:
- National Police Services

8. Products and services are timely and of high quality

Outcome Statement:
- NPS measures itself against recognized standards (industry or mutually agreed) and meets or exceeds them

Plans and Priorities:
- accelerate the development and implementation of the Real Time Identification (RTID) Program initiative to enhance our ability to provide criminal record and criminal identification information services to our national and international partners
- comply with TBS Service Improvement Initiative of 10% increase by 2005
- improve CPIC through furtherance of the CPIC Renewal Project via stabilizing, re-platforming and enhancing this police support system
- ensuring that information and intelligence provided by CISC serves the needs of the Canadian law enforcement community
- ensuring expertise in CISC to provide information and intelligence efficiently and effectively on the national priorities and other issues regarding organized crime
- provide Internet access to the Canadian Police College's BiblioCat to all Canadian police services to improve their access to learning and knowledge resources
- implement the second phase of a new Police Executive Centre program of learning based on consultations with police executives and learning institutions such as the Canadian Centre for Management Development (CCMD)
- implement a new CPC strategic direction to ensure that it responds to the emerging needs for training in high tech crime and organized crime investigation, counterterrorism and enhanced criminal intelligence analysis
- continue expansion of information and training on-line
- seek accreditation for all laboratories through the Standards Council of Canada, an affiliate agency authorized to grant accreditation from the International Organization for Standardization (ISO)
- appoint a National Quality Manager to oversee the quality and timeliness of Forensic Laboratory Services, casework control and to ensure the documentation of methodology associated with the accreditation process

- develop technologies such as anatomical body modelling and Virtual Reality on Screen Crime Scene Reconstruction which provides a marked improvement on the quality of crime scene evidence, evidence development and improved material for presentation in courts
- sign a standing offer agreement with a fully-accredited private DNA laboratory for use in instances of surge demand
- formalize an agreement for the provision of Toxicology Services by a fully-accredited provincial laboratory
- reduce paper flow through the development and implementation of electronic criminal information and criminal identification direct entry and retrieval technologies

Key Partners:
- approximately 500 Canadian police agencies, federal and provincial departments and agencies through the 18,500 "NPS Net" points of access, fully accredited private sector DNA laboratory, USA police agencies, FBI and Interpol

Performance Measures:
- percentage of industry standards met for targeted products and services
- quality of service questionnaire
- response times to clients by case priority
- ability to obtain accurate operation information without manual intervention
- turnaround times for DNA analysis
- analysis of quality control data

Note: It is difficult for any organization to track the quality of all its products or services. This measure envisages NPS measuring itself against standards for services of products that are most important to NPS clients/customers.

Business Line Accountability:
- National Police Services

Details by Strategic Outcomes

9. National Police Services is recognized for innovation and research

Outcome Statement:
- NPS is recognized in the academic, business and law enforcement communities as a leading provider of innovative products and research; either developing them in-house or by initiating and facilitating the involvement of a reputable third party

Plans and Priorities:
- review current DNA analysis practices with a view to formulate a plan for victim identification in mass disasters
- develop a scientific diamond profiling program in support of the RCMP's Diamond Protection Service
- move to Real Time Identification (RTID) allowing suspects to be identified while in custody, and updating of the associated criminal record with data entered once at the source
- revise the learning program for police executives
- opt the federal government model to become a learning organization

- implement a new strategic plan for the Police Sciences School focussing on organized crime, high-tech crime and intelligence training
- pursue partnerships, alliances and the licensing of intellectual properties developed in the implementation of the Data Bank and its operating systems
- test and grade counter-terrorism equipment for the benefit of law enforcement agencies

Key Partners:
- academics, business and law enforcement communities.

Performance Measures:
- number of items of intellectual property "exported"
- number of services utilized
- level of cooperation and buy-in of partners

Business Line Accountability:
- National Police Services

10. Maximize the integration of law enforcement efforts

Outcome Statement:
- NPS will support and enhance integrated policing by assisting law enforcement agencies and criminal justice agencies to leverage their individual efforts by integrated efforts

Plans and Priorities:
- review the use of DNA identification technology in the Canadian Criminal Justice System and contribute to recommendations on increasing its effectiveness
- strengthening partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute Standards of Technology (NIST) standards for the electronic exchange of fingerprint and other data
- continue to review the efforts of all partners in light of the RCMP's overall strategy for dealing with organized crime
- incorporate technology in the delivery of services using Real Time Identification (RTID), National Information Standards Technology (NIST), Criminal Records Entry Maintenance and Monitoring Direct Entry System (CREMM-DES), Regional Automated Fingerprint Identification Access System (RAFIAS) and Anatomical Body Modelling and Virtual Reality on Screen Crime Scene Reconstruction technologies
- establish standardized platforms for the management and exchange of police information within the Canadian justice environment
- enhance opportunities for agency cross-training and secondments of instructors from different police services to support integrated policing efforts

Key Partners:
- approximately 500 Canadian police agencies, federal and provincial departments and agencies, FBI and Interpol

Performance Measures:
- number of interjurisdictional crime to crime matches in the forensic disciplines and by finger–print comparison

Business Line Accountability:
- National Police Services

Details by Strategic Outcomes

11. Maximize stakeholder return on contribution

Outcome Statement:
- NPS provides opportunities for stakeholders to maximize their return on their contributions (material, human, and financial)

Plans and Priorities:
- streamline casework management to avoid work of limited probative value and duplication of work
- consolidate services and optimize all resources in the Forensic Laboratory Services
- improve CPIC through furtherance of the CPIC Renewal Project via stabilizing, re-platforming and enhancing this police support system
- develop technologies such as anatomical body modelling and Virtual Reality on Screen Crime Scene Reconstruction to improve the quality of crime scene evidence, evidence development and improved material for presentation in courts
- continue development of Real Time Identification (RTID), a seamless, paperless electronic submission of criminal record data to the Central Repository
- strengthen partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute Standards of Technology (NIST) standards for the electronic exchange of fingerprint and other data

- establish standardized platforms for the management and exchange of police information within the Canadian justice environment
- search for an innovative and affordable way to measure stakeholders contributions to NPS versus their return, and communicate results to stakeholders
- develop a performance evaluation and answerability regime with our stakeholders

Key Partners:
- clients, federal, provincial, municipal and territorial partners, central agencies, private sector suppliers and service providers

Performance Measures:
- comparison of stakeholder contribution with stakeholder perception of tangible and intangible return on that contribution

Business Line Accountability:
- National Police Services

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Contacts

Further information on this Report:

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Ottawa ON K1A 0R2

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Strategic Priorities:

Terrorism/Organized Crime
Youth
International Police Services
Alternative Justice
Integrated Policing

Strategic Objectives:

Prevention and Education
Intelligence
Investigation
Enforcement
Protection

Other Information

1. Financial Information

The following tables are included in this report:

- Departmental Planned Spending
- Federal Policing Services Planned Spending and Full Time Equivalents
- Contract Policing Services Planned Spending and Full Time Equivalents
- Peacekeeping Services Planned Spending and Full Time Equivalents
- Protective Policing Services Planned Spending and Full Time Equivalents
- National Police Services Planned Spending and Full Time Equivalents
- Corporate Infrastructure Planned Spending and Full Time Equivalents

The following tables are available on our website at:
www.rcmp.ca/dpr/rpp02.htm

- Details on Major Capital Project Spending
- Status Summary of Major Capital Projects
- Summary of Transfer Payments
- Sources of Respendable and Non-Respendable Revenue
- Net Cost of Program for the Estimates Year
- Loans, Investments and Advances by Business Lines
- Summary of Capital Spending by Program and Business Lines

2. Support to Other Initiatives

This section contains information on horizontal/collective initiatives that are government-wide in nature.

Information on the following initiatives is available on our website at: **www.rcmp.ca/dpr/rpp02.htm**

1. Horizontal Initiatives
- Service Improvement Initiative
- Modernization of Comptrollership
- Sustainable Development Strategy
- RCMP On-Line
- Voluntary Sector Initiative

2. Collective Initiatives
- Fraudulent Telemarketing
- Integrated Border Enforcement Teams
- Anti-Smuggling Initiative
- Immigration Task Force
- Special Investigative Unit

Annex

- Integrated Proceeds of Crime Initiative
- Measure to Combat Organized Crime
- War Crime Program
- RECOL: Reporting Economic Crime On-Line
- Counterfeit Analysis Project
- National Securities Fraud Investigations
- Traffic Services Pilot Project
- Family Violence Initiative
- Aboriginal Cadet Development Program
- Aboriginal Youth Training Program
- Aboriginal Youth Suicide Prevention Workshops
- Government On-Line Pathfinder Project
- United Nations Mission in Kosovo

($ million)	Current Estimated Total Cost	Forecast Expenditures to March 31, 2002	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005	Future Year Spending Requirements
A Federal Policing Services						
1 Cornwall Detachment, Cornwall ON (seeking PPA)	8.5	0.1	**0.9**	4.5	1.1	0.0
2 Telecomns Equipment/Systems Replacement and Upgrades (DA)	48.7	4.3	**5.3**	6.5	7.1	25.5
B Contract Policing Services						
1 Prince George, BC – Northern District (project completion)	7.7	0.1	**0.0**	0.0	00.0	0.0
2 Saskatoon, SK – Sub–Division (PPA)	13.0	2.3	**4.0**	6.6	1.0	0.0
3 Calgary A. –Southern District Office (seeking PPA)	25.0	0.1	**1.0**	2.7	10.0	10.4
4 Iqaluit Nunavut – V Division HQ and Detachment (seeking PPA)	12.3	0.0	**4.0**	4.3	3.0	0.0
5 Selkirk Ma. – Detachment (under construction)	4.3	2.7	**0.5**	0.0	0.0	0.0
6 Peace River Al – Detachment (under construction)	4.2	1.0	**2.8**	0.0	0.0	0.0
7 Cross Lake – Detachment & Married Quarters (DA)	3.1	1.4	**1.0**	0.0	0.0	0.0
8 Newfoundland Modernization Telecom System (DA)	23.3	3.9	**10.0**	5.4	4.0	0.0
9 Telecomns Equipment/System Replacement and Upgrades (DA)	87.3	6.7	**8.9**	11.8	13.0	47.0
10 CIIDS Implementation (EPA)	10.8	0.9	**1.0**	4.2	3.4	1.4
11 Saskatchewan Modernization Telecom System (EPA)	33.9	4.3	**1.0**	4.4	5.0	19.3
12 Police Reporting & Occurence System PROS (seeking EPA & PPA)	68.4	0.0	**19.8**	32.0	16.6	0.0
C National Police Services						
1 Automated Fingerprint Identification System (AFIS) (DA)	9.3	1.7	**1.9**	1.9	1.9	1.9
2 CPIC Renewal	154.9	29.1	**38.8**	31.3	17.1	0.0
3 Diamond Fingerprinting (DA)	2.7	0.9	**0.5**	0.5	0.4	0.4
4 Lab Information Management Services (LIMS)	6.4	2.8	**1.3**	1.3	0.5	0.5
5 Livescan (DA)	17.5	8.3	**2.3**	2.3	2.3	2.3
6 Real Time Identification (RTID)	108.8	1.3	**20.0**	30.0	39.0	18.5
7 Regional Identification Fingerprint Information Access System (RIFIAS) (DA)	4.5	1.3	**3.2**	0.0	0.0	0.0
D Corporate Infrastructure						
1 Ottawa Headquarters Renovations, Ottawa ON (PPA)						
2 Ottawa Central Cooling Plant, Ottawa ON (completed)	110.9	0.3	**4.5**	12.5	15.7	75.8
3 Ottawa Headquarters, New Three Storey Facility, Ottawa ON (EPA)	2.2	0.2	**0.0**	0.0	0.0	0.0
4 NCA Real Property Strategy – Development Phase, Ottawa ON	14.8	2.9	**9.0**	2.5	0.0	0.0
5 Halifax Division Headquarters, Halifax NS (seeking PPA)	3.2	0.2	**1.0**	0.1	0.0	0.0
6 50 Meter Range, Centralized Training Facility, Regina SK	46.0	0.4	**2.0**	2.1	12.9	27.6
7 New Mess, Centralized Training Facility, Regina SK (seeking PPA)	3.0	0.1	**0.0**	1.2	1.6	0.0
8 Whitehorse Division Headquarters, Whitehorse YK (seeking PPA)	6.5	0.1	**0.6**	5.7	0.0	0.0
9 Pacific Region Support Services Centre, Chilliwack BC (under construction)	16.5	0.0	**0.9**	4.8	7.3	2.5
	14.9	6.0	**2.8**	0.0	0.0	0.0
10 "E" Division HQ Relocation / Master Plan Vancouver, BC	140.0	0.6	**0.3**	0.0	0.0	0.0
Other						
Other controlled capital projects between $400,000 and $3,000,000	131.2	30.7	**26.0**	26.0	26.0	23.0/yr

Annex

Table 2: Status Summary of Major Capital Projects

Status of Major Crown Project

CPIC Renewal Project

1.   Overview

The existing Canadian Police Information Centre (CPIC) is Canada's only strategic, national service supporting public safety through the effective sharing of information amongst law enforcement agencies and partners across Canada, and internationally. Due to its age – CPIC is 30 years old – the system is near collapse and in dire need of attention.

CPIC Renewal is divided into four projects:

Project 1 - Securing Communications
Project 3 - National Criminal Justice Index

The CPIC Renewal Project is an inter-agency and cross-jurisdictional effort under the stewardship of the RCMP, but governed by the broader criminal justice community. The renewed CPIC will replace the existing system and serve as the national gateway by which all criminal justice partners will have access to essential crime and offender data. As such, CPIC Renewal is fundamental to the Canada Public Safety Information Network (CPSIN) a major component of the Government's public safety agenda.

Project 2 - CPIC Modernization
Project 4 - New Clients/New Services

2. Lead and Participating Departments

The RCMP is the lead department in this project. The Assistant Commissioner of National Police Services is the Project Sponsor. As such, he is accountable for meeting the defined objectives of the Project. The CPIC Renewal Senior Project Council includes representatives of the RCMP, Department of Solicitor

General, Treasury Board Secretariat and Public Works and Government Services Canada. The CPIC Advisory Committee, a pre-existing body, is also involved in project oversight.

3. Prime Contractors / Major Sub-Contractors

Major Contractors are:
ADGA (Quebec) Ltée
200 - 200 Montcalm Blvd.
Hull, Québec   J8Y 3B5

CGI Group Inc
275 Slater Street
Ottawa, ON   K1P 5H9

EDS Canada Inc
45 O'Connor St., Suite 500
Ottawa, ON   K1P 1A4

FMP/Flaman Management Partners Ltd.
503 - 331 Cooper St
Ottawa, ON   K2P 0G5

It is expected that another contractor will be selected during the Spring of 2002 and made responsible for

development and implementation. As needed, other contractors will be solicited to provide specific skill sets, hardware or software.

4. Major Milestones

On 15 April 1999, Treasury Board Ministers provided Preliminary Project Approval for the entire project and Effective Project Approval for Project 1 and the definition phases of Projects 2, 3 and 4. The planned duration of the project was 48 months with an estimated cost of $115 million.

On 29 March 2001, Treasury Board Ministers provided Effective Project Approval in the amount of $52.6 million for Project 2, Phases 1 and 2. The revised estimate to complete the project is $155 million with a total duration of 72 months.

Completion schedule:	*Original Date*	*Revised Date*
Project 1 - Securing Communications	December 2001	March 2002
Project 2 - CPIC Modernization	March 2003	March 2005
Phase 1 - Interface Services Modernization	N/A	December 2002
Phase 2 - PRISM Risk Reduction	N/A	August 2002
Phase 3/4 - Application Modernization	N/A	March 2005
Project 3 - National Criminal Justice Index	June 2003	March 2005
Project 4 - New Clients/New Services	June 2003	March 2005

5. Progress Report and Explanation of Variances

Project 1 will be completed by March 2002. The detailed design and development for Project 2, Phases 1 and 2 have been completed, testing has started and implementation is planned to start in Spring of 2002. High level design of Project 2, Phase 3 is completed, and proof of concepts are being tested and validated. A high level scope of Project 3 and Project 4 is being defined.

The current estimate for a complete CPIC Renewal solution is $155 million. The April 1999 estimate was $115 million. The increase can be attributed to a better understanding of the vast complexity of the CPIC Renewal Project, the desire to ensure continued availability of CPIC by using a more segmented, risk adverse approach and a more in-depth understanding of the rust-out problem to be fixed. The increase in project duration, a direct result of the projects complexity and risk-adverse approach, has also resulted in increased project support and infrastructure costs.

1999/2000
• The planned spending was $28.1 million, which was the original funding level.
• The authorized spending was $15.5 million, after a reprofile of $12.6 million to 2000/2001.
• The actual spending was $20.2 million.
• Additional funding from RCMP internal resources was provided to cover the shortfall.

2000/2001
• The planned spending was $46.2 million, which was the original funding level.
• The authorized spending was $27.0 million, after a reprofile of $31.8 million to 2001/2002
• The actual spending was $18.4 million.
• After repaying the RCMP internal loan from 1999/2000, there was a surplus of $3.5 million.

2001/2002
• The planned spending was $34.1 million, which was the original funding level.
• The authorized spending is $25.6 million, after a reprofile of $31.8 million from 2001/2002 and $40.3 million to 2002/2003.
• The actual spending is forecast to be $29.1 million.
• The shortfall is funded by the carry forward of $3.5 million from 2001/2002.

2002/2003
• The planned spending was $6.3 million, which was the original funding level.
• The authorized spending is $46.6 million, after a reprofile of $40.3 million from 2001/2002.

6. Industrial Benefits

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

Annex

Table 3: Summary of Transfer Payments

($ dollars)	Forecast Spending 2001-2002	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Grants				
Corporate Infrastructure				
• RCMP Veterans Association	1,900	**1,900**	1,900	1,900
• International Association of Chiefs of Police	1,900	**1,900**	1,900	1,900
• Survivors of members killed on duty	1,535,000	**1,535,000**	1,535,000	1,535,000
Statutory				
• Pensions and Other Employee Benefits				
• Pensions under the RCMP Pension Continuation Act	21,153,000	**23,000,000**	23,000,000	23,000,000
• To compensate members of the RCMP for injuries received in the performance of duty	7,000,000	**16,000,000**	16,000,000	16,000,000
• Pensions to families of members of the RCMP who have lost their lives while on duty	62,000	**100,000**	100,000	100,000
Total Grants	29,753,800	**40,638,800**	40,638,800	40,638,800
Contibutions				
National Police Services				
• Contributions to non-RCMP cnadidates attending Canadian Police College courses	363,000	**386,080**	386,080	386,080
Total Contributions	363,000	**386,080**	386,080	386,080
Total Grants and Contibutions	30,116,800	**41,024,880**	41,024,880	41,024,880

Table 4: Sources of Respendable and Non-Respendable Revenue

($ millions) Respendable Revenue	Forecast Revenue 2001-2002	**Planned Revenue 2002-2003**	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Services	903.7	**920.7**	930.7	930.7
Service Fees	12.6	**12.6**	7.0	7.0
Total Respendable Revenues	916.2	**933.2**	937.6	937.6
Non-respendable Revenue	Forecast Revenue 2001-2002	**Planned Revenue 2002-2003**	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Privileges, Licenses and Permits	5.0	**5.0**	5.0	5.0
Refunds of Prior Years' Expenditures	0.6	**0.6**	0.6	0.6
Miscellaneous	0.1	**0.1**	0.1	0.1
Proceeds from Sales	1.3	**1.3**	1.3	1.3
Disposal of Crown Assets	4.6	**4.6**	4.6	4.6
Total Non-Respendable Revenues	11.6	**11.6**	11.6	11.6
Total Respendable and Non-Rependable Revenues	927.8	**944.8**	949.2	949.2

Table 5: Net Cost of Program for the Estimates Year

($ millions)	Total
Net Planned Spending	**2,583.1**
Plus: *Services Received without Charge*	
Accommodations provided by Public Works and Governments Services Canada (PWGSC)	**15.3**
Contribution covering employees' share of insurance premiums and expenditures paid by TBS	**107.1**
Workman's compensation coverage provided by Human Resources Canada	**0.4**
Salary and associated costs of legal services provided by Justice Canada	**2.3**
	125.1 **2,708.2**
Less: Respendable Revenue	**933.2**
Less: Non-respendable Revenue	**11.6**
2002-2003 Net Program Cost	**1,763.4**

Table 6: Loans, Investments and Advances by Business Lines

($ millions)	Forecast Spending 2001-2002	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Loans				
Federal Policing Services				
Integrated Proceeds of Crime (IPOC) Initiative (T.B. # 825021)				
Loan (non-budgetary)	0.0	**0.0**	0.0	0.0
Total Loans	0.0	**0.0**	0.0	0.0
Repayment				
Federal Policing Services				
Integrated Proceeds of Crime (IPOC) Initiative (T.B. # 825021)				
Loan (non-budgetary) (loan in 2002-2001)	(6.1)	**(6.1)**	0.0	0.0
Contract Policing Services				
Over expenditures 1997-1998	(2.9)	**0.0**	0.0	0.0
Corporate Infrastructure				
Y2K (T.B. # 826187)	(8.4)	**(8.3)**	(8.3)	0.0
Total Repayment	(17.4)	**(14.4)**	(8.3)	0.0
Total	(17.4)	**(14.4)**	(8.3)	0.0

Table 7: Summary of Capital Spending by Program and Business Line

($ millions)	Forecast Spending 2001-2002	**Planned Spending 2002-2003**	Planned Spending 2003-2004	Planned Spending 2004-2005
Law Enforcement				
Business Lines				
Federal Policing Services	27.2	**39.8**	35.6	32.6
Protective Policing Services	0.5	**0.6**	0.6	0.6
Contract Policing Services	64.9	**66.9**	67.2	67.2
National Police Services	77.4	**79.9**	101.5	97.2
Corporate Infrastructure	11.0	**11.0**	11.0	11.0
Peacekeeping Services	0.0	**0.0**	0.0	0.0
Departmental Total	181.0	**198.3**	216.0	208.6

Service Improvement Initiative (SII)

The RCMP is committed to achieve a significant, quantifiable improvement in client satisfaction with its services over the next five years. The commitment to provide Canadians with quality 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 systemic feedback on the satisfaction level and quality of services delivered. We will ensure the approach to determining client satisfaction and quality of service delivery is measured in accordance with a Force – wide performance management program currently being implemented using the Balanced Scorecard methodology.

The RCMP is committed to implement the SII in all business lines by integrating its requirements into the Balanced Scorecard process. Important measurement dimensions of Performance Management using the Balanced Scorecard include the establishment of baselines to measure client satisfaction, partners/ stakeholders satisfaction, and employee satisfaction. The success and applicability of future measurement initiatives rests on the development of an accurate and well-considered organizational baseline of data.

Modernization of Comptrollership

Comptrollership Modernization is a government-wide initiative being implemented 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 stewardship of resources, effective, values-based 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 2002-03, the main tasks of the Office will be:

- active monitoring of the RCMP Management Improvement Plan with regular reporting back to the Senior Executive Committee, and

Plans and Priorities:

- define the performance indicators and metrics for each of the three populations of interest: client satisfaction, partners/stakeholders satisfaction, and employee satisfaction
- align performance indicators with existing organizational objectives and develop into quantitative measures
- clearly define populations for data collection, particularly for the client and partners populations
- set annual targets for client satisfaction
- determine the data collection methods most appropriate to each population
- measure client satisfaction annually using Common Measurements Tools metrics
- develop Service Improvement plans report progress in the DPR towards 10% improvement target

- communicating the benefits of Modern Comptrollership principles and practices to managers at all levels and in all regions of the RCMP

In August 2000 the RCMP completed a baseline self-assessment of RCMP management processes, systems and practices, using the KPMG "Capacity Check", a self diagnostic tool based upon interviews with managers and stakeholders (http://www.rcmp-grc.gc.ca/ prog_servcomptrollership. htm#Download).

The RCMP will continue to use the Capacity Check as a benchmark from which to measure progress in management improvements; the RCMP developed an on-line self-assessment tool to aid in communications and education of managers, as well as to assist in ongoing evaluations of progress. The Capacity Check criteria will form the basis of performance measures for the Modernization initiative itself, and key success factors in each of the RCMP's priority action plans will form the key performance indicators.

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. Critical in the RCMP's implementation of FIS is the Force's capacity to continue to share financial management information with its partners, notably the contract provinces and municpalities. During 2002-03, the RCMP will be testing an updated approach to financial reports with the Province of New Brunswick with a view to establishing a standard for reporting to partners using FIS-compliant data as the base. One of the success measures for this project will be the acceptance and regular use of these reports by both the contract partners and the operational commanders in the regions and divisions.

The Modern Comptrollership Initiative is closely linked to the RCMP's strategic framework. The RCMP's adaption of Balaced Scorecard serves to deal with a priority management improvement idenitifies in the Capacity Check, namely strategic Performance Management.

Plans and Priorities

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

- Linking ongoing improvements in the RCMP's capacity and capabilities in Human Resource Management to determine opportunities for priority improvements in Comptrollership-related competencies, in the context of existing RCMP Core Competencies, and the Force's current Learning Strategies.

- Developing work plans in support of a management control framework (http://www.rcmp-grc.gc.ca/prog_serv/comptrollership.htm#acopy) and the initiation of an appropriate approach to a complementary risk management framework for the RCMP. This management structure, in concert with work now being completed on accounting practices, forms 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 scheduled courses on Modern Comptrollership 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 gained 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. In 2002-03, with the government-wide roll-out of Modernization, the RCMP's senior managers will continue to participate in TBS-led committees, including the Modernization Task Force, the Comptrollership Council, the Implementation Council for the Integrated Risk Management Framework and the Director Generals' Working Group. These not only aid the participating departments in sharing information and progress toward a common govern-ment-wide objective, but also assist 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. Further, and in part in response to recent recommendations of the Office of the Auditor General, these fora also give the Secretariat important insights into progress and issues among departments and agencies in the implementation of Comptrollership Modernization. The RCMP has agreed to continue to play a vanguard role in cooperation with TBS.

Sustainable Development Strategy (SDS)

The RCMP has been promoting and instilling the concepts of sustainable development throughout the organization. The inclusion of sustainable development principles in the senior management Balanced Scorecard cements the concept of sustainability within the RCMP.

We will be putting in place a Force policy to strengthen accountability for environmental protection and sustainable development. We will be actively pursuing the integration of social, cultural and economic aspects into our daily operations and this endeavour will be an important element of the next strategy submission in 2003.

The concepts of sustainable development will be illustrated in our operational sectors and our intent is to fully integrate sustainable development throughout the RCMP in 3 years. The attainment of our targets will be a priority as well as the establishment of environmental assessments framework for our policies, procedures and operations in order to ensure maximum effectiveness of our environmental and SDS objectives.

Year of implementation: 2002-2003
Years results reported in DPR: 2002, 2003, and 2004
List of partners: NRCan and PWGSC
Money allocated: Funding will be through existing RCMP allocations and programs

Last year's RPP forecast the implementation of an EIMS in the fiscal period 2001-2002. Due to financial restraint and the review of the department's electronic information strategy, we were unable to fulfil this commitment. However, we have revisited our plan and will establish an EIMS for sustainable development by March 2003.

For more information on the RCMP SDS 2000 visit our website at
http://www.rcmp-grc.gc.ca/html/sustain1.htm

Sustainable Development Strategy

Goals of the Initiative	Planned Results
Governance: Implement a management framework for achieving environmental protection and SDS objectives	Establish an Environmental Information Management System (EMIS) Establishment of an Environmental Management System (EMS) Integrate SD principles in the planning process Deliver audit program
Encourage sound solid waste management programs	Reduce the waste generated by 10% and waste sent to landfills by 50% from 1988 figures
Eliminate potential for site contamination	Assess status of all RCMP properties by 2006 & reduce contamination
To apply energy and water conservation practices in our facilities	Reduce energy and water use in our major facilities by 10% by 2003
To manage our fleet program in and environmental friendly manner	Reduce GHG emissions by 12 % by 2010
To adapt green building design principles	Reduce construction waste

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RCMP On-Line

With the rapid development and adoption of electronic delivery mechanisms that use the Internet like the World Wide Web, and electronic mail, the RCMP has the opportunity to further extend its service delivery to its internal and external clients. The Internet allows the RCMP to expand and improve its use of information and technology as an enabler for police services by providing more convenient and accessible information and services.

In the 1999 Speech from the Throne, the Government committed to be known around the world as the most connected to its citizens, to enable Canadians to access all government information and services on-line at the time and place of their choosing. They reaffirmed this commitment in the 2001 Speech from the Throne and allocated $600 million in the 2001 Federal Budget to bring government services on-line by 2006 and $280 million was already allocated.

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. Treasury Board is managing the initiative.

The Office of the Chief Information Officer coordinates the GOL initiative for the RCMP. We are already involved in on-line service delivery, such as the Delivering Education and Awareness for Life (DEAL) program which has been using the Internet since 1998 to educate youth.

The RCMP is actively working with many partners on this initiative. This cooperation is the cornerstone of our *Electronic Service Delivery Vision and Strategy*. The strategy focusses on information before e-services for both internal and external clients of the RCMP. Early efforts will go towards providing and integrating on-line information across RCMP business lines and other partners. This information and services will be consistent with the other service delivery channels, namely the telephone, mail, and face-to-face channels.

Plans and Priorities:

- complete an analysis of client needs and expectations to be used as a baseline for planned activities
- launch a revamped RCMP external Web presence through a new RCMP Web Portal which will become a single-window access point and definitive source for all information and services offered to external clients
- develop a business case that includes deliverables, time lines, phasing, governance, and costing of specific initiatives
- prepare additional Tier Two initiatives for submission to Treasury Board and begin work on those that are approved
- work towards meeting the Tier III objectives, such as inter-governmental activities within Integrated Clusters and establishing electronic connections to other police and justice organizations throughout Canada

Voluntary Sector Initiative (VSI)

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 civil society.

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.

Horizontal Initiative	Goal of the Initiative Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Partnering with the Voluntary Sector for the Benefit of Canadians Years of impementation: 2000/01 - 2004/05 Year(s) results will be reported in the DPR: 2002, 2003, and 2004	Develop a new, more strategic relationship with the voluntary setor Increase the capacity of the voluntary sector in the area of policy development and program and service delivery	Lead department is PCO. Other partners include all other Government departments and voluntary organizations	94.6M	To develop a relationship with the voluntary sector which will assist in the development of national, regional and local policy recommendations and strategies for the RCMP to engage and partner with the voluntary sector in the area of policy development.

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 interdepartmental 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 toward this commitment.

Federal Policing Services

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Fraudulent Telemarketing	To reduce the extent of fraudulent telemarketing activities based in Canada	**Lead:** RCMP SGC FBI OPP Industry Canada USA Customs USA 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

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Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Integrated Border Enforcement Teams (IBETs)	To increase national security along Canada/US border through support to NSIS and INSET and investigations to border related criminality	RCMP CIC CCRA Provincial/local/ tribal police US Customs USINS US Border Patrol Stat/ local US law enforcement	$25	Integrated international investigations along the border with links to national security interests and other forms of criminal activities

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($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

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Immigration Task Force (ITF)	To apprehend and remove dangerous criminals already in Canada who are subject to immigration enforcement	**Lead** RCMP (12 dedicated RCMP I&P positions) CIC: (6 immigration officers)	RCMP: $1.6	Increased confidence in the Immigration system Reducing the potential for criminals to affiliate with organized crime

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Special Investigative Unit (SIU)	To prevent access of organized crime groups and terrorists to Canada through malfeasance and corruption at our Canadian embas–sies/missions	Citizenship and Immigration Canada (CIC) Department of Foreign Affairs and International Trade (DFAIT)	RCMP: $405,255	Reducing the potential for criminals and/or terrorists to enter Canada from abroad

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Integrated Proceeds of Crime Initiative	To combat organized crime and terrorist funding by seizing and forfeiting the assets of criminal or terrorist groups and fund–raisers	**Lead :** RCMP SGC [IPOC partnership, includes: DOJ PWGSC (SPMD, FAMD), CCRA (Invest and Tax), other provincial and municipal police agencies] FinTRACC Civilian financial sector–ie: CBA	$42.6	Seizure and forfeiture of assets from groups and individuals involved in criminal activity, or terrorist fundraising;reducing incentives and the harmful impact on Canadian Society

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Measures to Combat Organized Crime	To implement the new Bill C–24 and to support a number of initiatives in intelligence and investigations, policy development and research, consultations and legislative training	**Total :** RCMP SGC (lead) DOJ	$30.0 $19.43 $1.32 $8.75 $0.50	Enhance the coordination between federal law enforcement through improved criminal intelligence collection and analysis and increase support to investigations

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
War Crimes Program	To ensure that Canada does not become a safe heaven for war crime criminals	CIC (lead) DOJ RCMP	Not available	Reducing the number of war criminals entering in Canada through prevention, extradition, deportation and prosecution of war crime

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
RECOL: Reporting Economic Crime On-Line	To enhance efficiency in collection of all fraud complaints as well as the sharing of information with domestic law enforcement, regulatory agencies and international partners	**Lead**: RCMP OPP FBI and members of the G8	$0.735 million	Improved data collection and sharing of information Increased confidence in e-commerce

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Counterfeit Analysis Poject (CAP)	Complete primary database for counterfeit currency intelligence to enable more focussed enforcement and educational campaign in the deterence of currency counterfeiting	**Lead**: RCMP Bank of Canada	$0.1 million	Planned reduction in the amount of counterfeit currency Better educated public in detection of counterfeit currency Improved consumer and retailer confidence in Canada's currency

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
National Securities Fraud Investigations	To reduce securities fraud and enhance investors confidence in Canadian capital market	RCMP (lead) OSC Provincial Securities Regulators	$0.450 million	Decreased number of securities frauds Improved investors confidence

Contract Policing Services

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Traffic services pilot project in Southern Alberta	Effective traffic service delivery	**Lead**: RCMP CACP, Transport Canada, OPP, University of Alberta, Center for Injury, Control and Research, Alberta Motor Association, Alberta Health, Alberta Transportation and Alberta Oil and gas industry	$0.1 million	Increased public safety on the nation's roadways through education and enforcement The reduction of deaths and serious injuries resulting from motor vehicle collisions

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Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Family Violence Initiative	The objective of the Family Violence Initiative is to reduce family violence in Canada. The federal strategy promotes public awareness of the risk factors of family violence and the need for public involvement in responding to the problem, strengthens the ability of the criminal justice and housing systems to respond and supports data collection and research and evaluation efforts to identify effective interventions	**Lead:** Health Canada Canada Mortgage and Housing Corporation, Justice Canada, Canadian Heritage, RCMP, Statistics Canada, Status of Women, Indian Affairs and Northern Development Canada, HRDC, CIC, Correctional Service of Canada, Department of National Defense and the Privy Council Office	$7 (RCMP receives $0.45M annually)	Effective, efficient and coordinated federal policy development and programming on family violence issues Enhanced prevention and improved response to family violence Development and implementation of activities to reduce family violence Increase public awareness with reduced societal tolerance for family violence Reduced occurrence of family violence in Canada

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Aboriginal Cadet Development Program (ACDP)	Culturally appropriate service	**Lead:** RCMP Human Resources Development Canada; Province of Newfoundland/Labrador	$0.3	Career opportunity for Aboriginal people who do not initially meet the RCMP entry requirements Culturally appropriate service

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Aboriginal Youth Training Program (AYTP)	Provide young Aboriginal people with training and police experience	**Lead**: RCMP DIAND	$0.250	Encourage young people to advance education Assist the RCMP with recruitment of Aboriginal people

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Aboriginal Youth Suicide Prevention Workshops – "White Stone"	Assist young Aboriginal people with the education, identification, and prevention of suicide	**Lead:** RCMP Justice Canada - National Crime Prevention Council; Alberta Mental Health Association	$0.200	Suicide prevention Community health and wellness

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($millions)	Planned Results
Government on Line Pathfinder Project	Creation of tools for youth and youth serving organizations to create local content on www.DEAL.org site	**Lead:** RCMP TBS, HRDC and Industry Canada	$0.3	Increase access by Canadian youth and youth serving organizations to information on health and safety Encourage young Canadians to become involved in their communities and active in problem-solving

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Peacekeeping Services

Collective Initiative	Key Result Commitment	List of Partners	Money allocated by Partners ($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 28 Canadian police services	$20.3	Protection and promotion of human rights