



Royal Canadian Mounted Police Gendarmerie royale du Canada



**Royal Canadian Mounted Police  
Departmental Performance  
Report for the period ending  
March 31, 2006**

---

The Honourable Stockwell Day, P.C., M.P.  
Minister of Public Safety  
(Public Safety and Emergency Preparedness)



# TABLE OF CONTENTS

---

Minister's Message .....	7
Commissioner's Message .....	9
Management Representation Statement .....	11

## **SECTION I – OVERVIEW**

• Summary Information .....	13
• How We Are Doing – Our Performance Against RPP Commitments .....	13
• The RCMP at a Glance .....	14
• Our Strategic Goal .....	16
• Our Strategic Priorities .....	16
• Aboriginal Communities .....	16
• International Police Services (Peacekeeping) .....	16
• Organized Crime .....	16
• Terrorism .....	16
• Youth .....	16
• Our Strategic Focus .....	17
• Our Management Structure .....	18
• Our Operating Environment .....	20
• Strategic Planning Cycle .....	20
• Environmental Scanning .....	21
• Integrated Policing Philosophy .....	23

## **SECTION II – PERFORMANCE RESULTS FOR DEPARTMENTAL STRATEGIC OUTCOMES AND STRATEGIC PRIORITIES**

• Strategic Outcomes and Key Results .....	25
• Quality Federal Policing .....	27
• Quality Contract Policing .....	29
• Quality Policing Support Services .....	32
• Our Strategic Priorities .....	39
• Strategic Priority: Service to Aboriginal Communities .....	40
• Lessons Learned .....	44
• Strategic Priority: International Policing .....	46
• Lessons Learned .....	50
• Strategic Priority: Organized Crime .....	51
• Lessons Learned .....	56
• Strategic Priority: Terrorism .....	60
• Lessons Learned .....	67
• Strategic Priority: Youth .....	69
• Lessons Learned .....	73



### **SECTION III – SUPPLEMENTARY INFORMATION**

Table 1: Comparison of Planned to Actual Spending (including FTEs) .....	75
Table 2: Resources by Program Activity (millions of dollars) .....	76
Table 3: Voted and Statutory Items .....	77
Table 4: Services Received Without Charge .....	78
Table 5: Loans, Investments, and Advances (Non – budgetary) .....	78
Table 6: Sources of Respendable and Non-respendable Revenue .....	79
Table 7: Revolving Funds .....	80
Table 8: Resource Requirements by Branch or Sector .....	81
Table 9–A: User Fees Act .....	82
Table 9–B: Policy on Service Standards for External Fees .....	82
Table 10: Major Regulatory Initiatives .....	82
Table 11: Details on Project Spending .....	83
Table 12: Status Report on Major Crown Projects .....	84
Table 13: Details on Transfer Payment Programs (TPPs) .....	86
Table 14: Conditional Grants .....	86
Table 15: Financial Statements .....	87
Table 16: Response to Parliamentary Committees, and Audits and Evaluations for Fiscal Year 2005–06 .....	102
Table 17: Sustainable Development Strategy .....	103
Table 18: Procurement and Contracting .....	107
Table 19: Alternative Service Delivery .....	108
Table 20: Service Improvement .....	109
Table 21: Horizontal Initiatives .....	110
Table 22: Travel Policies .....	110
Table 23: Storage Tanks .....	110

### **SECTION IV – OTHER ITEMS OF INTEREST**

• Major Projects .....	111
• Corporate Areas .....	113
• Corporate Management and Comptrollership .....	113
• Strategic Policy and Planning Directorate .....	114
• Information Management/Information Technology .....	115
• Human Resources Sector .....	116

### **SECTION VI – APPENDIX**

• Additional Information on the DPR .....	119
• Acronyms .....	119



# MINISTER'S MESSAGE

---



As Canada's Minister of Public Safety, I am pleased to provide Parliament with the Performance Report for the Royal Canadian Mounted Police (RCMP) for the period ending on March 31, 2006.

The RCMP is part of the Public Safety Portfolio. The Portfolio also includes the Department of Public Safety and Emergency Preparedness Canada, the Canada Border Services Agency, the Canadian Security Intelligence Service, the Correctional Service of Canada, the Canadian Firearms Centre, the National Parole Board, and three review bodies.

The Portfolio is dedicated to protecting Canadian families and their communities, to securing our borders and to increasing our preparedness to address public emergencies. Through an integrated approach to program delivery, I am pleased with the progress made by the RCMP in support of Government of Canada Priorities. In particular, as identified in the Speech from the Throne the RCMP has made significant strides in protecting Canadian families and their communities. The RCMP-led investigation resulting in the arrests of 18 individuals, in June 2006, for terrorism-related activities, underscores the need and success of integrated approaches in responding to public safety issues such as organized crime and terrorism.

In addition, the RCMP has played an important role on the international stage; by lending its support to a strong and mutually beneficial North American partnership and on a global scale by helping to build a secure world through international cooperation.

This Report represents the risks, challenges, lessons learned and results achieved by the RCMP in fiscal year 2005-2006. As a continually improving organization, the RCMP utilizes all manner of information and input to guide its ongoing pursuit of excellence. Building on a rich history of over 130 years of service to Canadians, the RCMP has kept pace with change, evolving into a modern integrated police organization that should be proud of its traditions and confident in meeting its future challenges.

I am confident that the Public Safety Portfolio will continue to fulfill its mandate of protecting Canadians from threats to their safety, while maintaining the rights and freedoms on which our open society depends.

I invite you to review the content of this report and, if you have inquiries, to consult the list of contacts. You can also obtain more information via the RCMP's Internet site at: [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca)

The Honourable Stockwell Day, P.C., M.P.  
Minister of Public Safety  
(Public Safety and Emergency Preparedness)





# COMMISSIONER'S MESSAGE

---



The annual Departmental Performance Report (DPR) is one of our primary instruments of public accountability. Through this report we are able to highlight the progress we've made towards achieving our strategic goal of providing safe homes and safe communities for all Canadians during the previous fiscal year.

I am proud of our many accomplishments, and of the progress we have made in 2005-2006 towards our continued commitment to being an organization that operates in a transparent, open and accountable manner. Our unwavering commitment to service excellence is demonstrated daily through law enforcement, crime prevention, and by maintaining peace, order and security for all Canadians. We are aware of our responsibility to balance the advancement of these objectives with the concerns that pursuing these objectives may have implications for human rights and freedoms, and privacy. Marrying these commitments of accountability and service excellence continues to serve the best interest of the public and serves to guide the RCMP on its path of being an organization of excellence.

In 2005-2006, the RCMP was recognized for a best practice in the area of performance management; specifically for our ability to integrate strategy-based business and operational planning processes. As a highly operational organization, the RCMP places priority on the use of planning tools for strategic direction and resource management. This is evidenced by the ongoing implementation and development of our internationally recognized Balanced Scorecard system.

Many of the RCMP's programs and activities provide for the exchange of information between law enforcement agencies. In 2005-2006 we continued to focus on meeting our management strategies through our efforts dedicated to increasing interoperability, horizontal management and international cooperation. Additionally, as a collaborative and corporate partner in numerous horizontal initiatives, we remain a key player on several high profile initiatives including: Public Security and Anti-terrorism, Organized Crime, International Peacekeeping, disaster assistance and public safety interoperability.

In challenging ourselves to do better, we will build on our strengths and continue to work with our domestic and international partners to implement new approaches, and innovative ways to improve our service delivery. We will continue to seek out opportunities to leverage our collective strengths and achieve common objectives, to facilitate greater interchange of information and intelligence and to share solutions and best practices to ensure we continue to achieve the best possible results – anticipating, not merely responding to the evolving needs of our society.

This report provides a summary of our performance and provides evidence of the significant progress we have made towards ensuring the safety and security of Canadians through the results achieved against our three strategic outcomes and our five strategic priorities.

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

A handwritten signature in cursive script, reading "G. Zaccardelli".

G. Zaccardelli  
Commissioner



# Management Representation Statement

## Departmental Performance Report 2005-2006

I submit for tabling in Parliament, the *2005-2006 Departmental Performance Report (DPR)* for the Royal Canadian Mounted Police (RCMP).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2005-2006 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Program Activity Architecture as reflected in its Management, Resources and Results Structure;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada in the DPR.

---

Commissioner G. Zaccardelli

---

Date





# SECTION I: OVERVIEW

## SUMMARY INFORMATION

### Summary of Departmental Performance

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

We are pleased to report that fiscal year 2005-2006 was another successful year for the RCMP. From an operational perspective, we delivered results towards the achievement of our strategic goal by successfully meeting, and often exceeding, the targets we had set for ourselves in our 2005-2006 Report on Plans and Priorities.

We are proud of our overall performance in 2005-2006 and are confident that we will continue to build on our results in 2006-2007.

The following is a summary of our performance against the commitments set forth in our 2005-2006 Report on Plans and Priorities.

<b>Financial Resources</b> (in millions)*		
<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual Spending</b>
<b>\$3,151.7</b>	<b>\$3,403.1</b>	<b>\$3,344.0</b>

<b>Human Resources</b> (FTE utilization)		
<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
<b>24,279</b>	<b>23,579</b>	<b>700</b>

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

## Overview

# The RCMP at a Glance

## Why We Exist

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

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

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

## Our Mandate

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

Organizationally, this multi-faceted responsibility includes:

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

## Our Vision

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

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

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

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

## Our Core Values

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

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

## Our Four Pillars – A Foundation for Excellence

Everything that we do to be a strategically-focused organization of excellence rests on our four pillars.

- **Intelligence:** We rely upon well-founded intelligence, both for policing functions and for day-to-day management. Intelligence enables our activities to be guided by reliable, critical and timely information from within and outside our organization
- **Values:** We hold ourselves to a high standard. We are role models for our communities. Our behaviours and actions must at all times be based on our adherence to our core values: integrity, honesty, professionalism, compassion, respect and accountability
- **Accountability:** We are accountable for our decisions and actions. The RCMP's accountability to its external partners in local communities, to other agencies and other government departments, guides its performance

- **Bridge-building:** To achieve our goal of safe homes and safe communities, we must build and maintain strong partnerships with colleagues, partners, government agencies and law enforcement, and most importantly, with the communities we serve

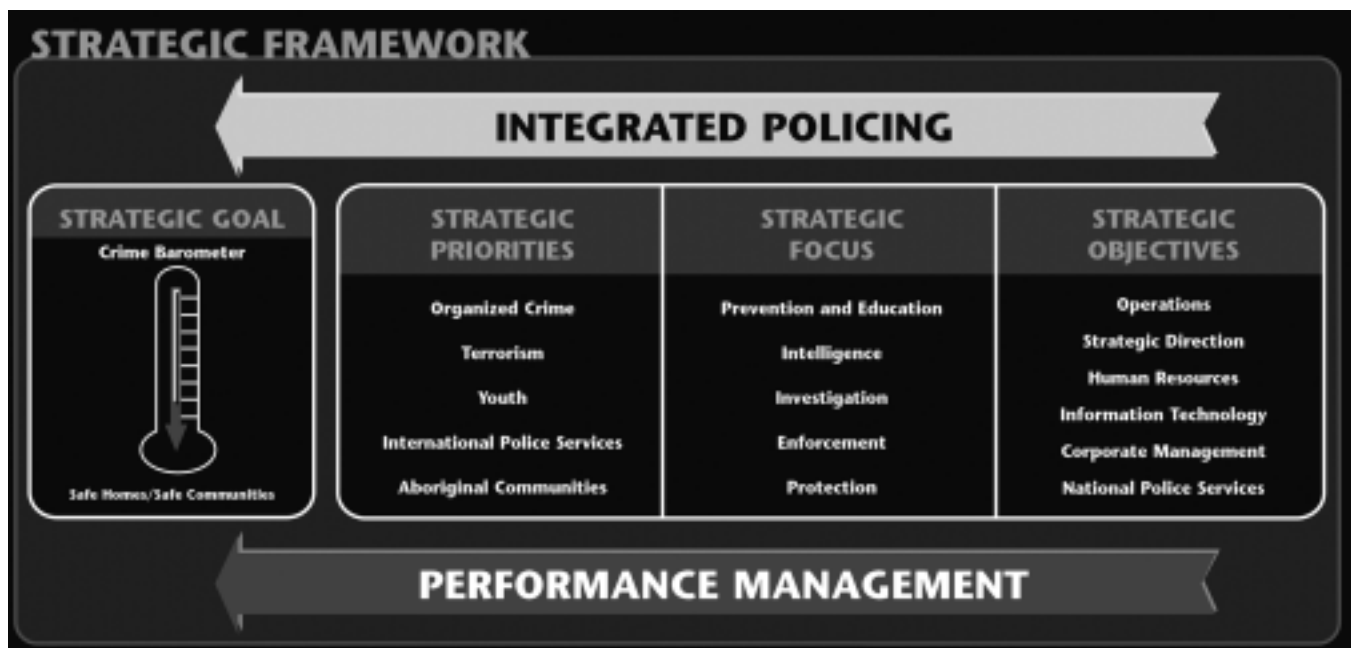
The RCMP, as an organization committed to the above mandate, vision, and core values, is inherently practicing the principles of sustainable development. Enabling and supporting community safety and security, demonstrating efficient decision making and accountability in managing resources, strengthening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

For more information on our mission, vision and values, visit:

[www.rcmp.ca/html/vision\\_e.htm](http://www.rcmp.ca/html/vision_e.htm)

## Our Strategic Framework

The RCMP Strategic Framework guides the work of all employees to achieve our goal of safe homes and safe communities.



### Increasing public safety towards our goal of safe homes and safe communities

We strive to achieve our goal of safe homes and safe communities by contributing to an increase in Public Safety. Ultimately, all of our organizational activities should enhance the safety, security and well-being of Canadians. The components of the Strategic Framework illustrate philosophies and activities that enable us to be successful in meeting this goal.

## Overview

### Our Strategic Goal

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

### Our Strategic Priorities

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

#### Our strategic priorities include:

- **Aboriginal Communities:** We are committed to the long-term wellness and safety of Aboriginal communities by being involved in initiatives surrounding education, employment, health and cultural development. We are focused on finding ways to prevent and resolve conflict by continuing to build on crime prevention partnerships, restorative justice processes and our holistic and culturally sensitive approach to problem solving
- **International Police Services (peacekeeping):** We place priority on assisting countries to rebuild policing capacities, preventing importation of criminal activities and collaborating with foreign civilian police forces. We are focused on providing effective support of international operations/initiatives by using modern management and assessment practices to ensure

that the services we provide meet the needs of our domestic and international clients and partners and, contribute to the common priorities of combating organized crime and terrorism

- **Organized Crime:** The challenges of globalization and technology call for a response based on intelligence, investigation, collaboration with domestic and international partners and an enhanced technological capacity. We are focused on reducing the threat and impact of organized crime by disrupting, dismantling and preventing organized criminal groups, both domestically and internationally
- **Terrorism:** We are fully supportive of a multi-government response and commitment to border integrity and continental security. We are focused on reducing the threat of terrorist activity by preventing terrorists and extremists from operating in Canada and abroad
- **Youth:** We are focused on addressing the root causes of youth crime, establishing community partnerships, taking proactive education and prevention measures and promoting restorative justice. To accomplish this, we strive to prevent and reduce youth involvement in crime, both as victims and offenders, by implementing a continuum of responses that are consistent with the *Youth Criminal Justice Act* and are designed to address root causes and enhance community capacity

Primary Accountability for Results (as per Program Activity)* (in millions)	Planned Spending 2005-2006**	Total Authorities 2005-2006**	Actual Spending 2005-2006**	Strategic Priorities Supported Directly by Each Program Activity				
				Aboriginal Communities	International Policing	Organized Crime	Terrorism	Youth
1 – Federal and International Operations	\$552.0	\$612.6	\$579.7		•	•	•	
2 – Protective Policing Services	\$104.0	\$105.7	\$125.7		•		•	
3 – Community, Contract and Aboriginal Policing	\$1,849.7	\$2,055.3	\$1,991.8	•		•	•	•
4 – Criminal Intelligence Operations	\$62.5	\$67.1	\$71.6			•	•	
5 – Technical Policing Operations	\$156.0	\$177.2	\$168.8			•	•	•
7 – National Police Services	\$136.6	\$159.2	\$161.9			•	•	•

\*Area(s) primarily responsible for delivering on the strategic priority, as per the Program Activity Architecture – see Section II for more detail  
 \*\*Figures reflect allocations as per program activity, not strategic priority



## Our Strategic Focus

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

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

## Our Management Strategies

RCMP Management Strategies are adopted to ensure we are successful in driving out our priorities. They also ensure that we are effectively managing our resources and that our efforts are integrated.

- **Stewardship:** We will effectively and efficiently manage all resources that have been entrusted to us
- **Human Resources Renewal:** We will effectively manage human resources in order to attract, develop and retain the best people to ensure operational readiness
- **Horizontal Management:** We will not work in “silos”. We will take a cross-functional approach to ensure we effectively and efficiently manage our resources. We will also benefit from one another’s expertise. (e.g., human resources, corporate management and comptrollership, and information technology representatives working together)
- **Interoperability:** We will ensure that the appropriate information is exchanged between the right people at the right time, with the proper levels of security and safeguards
- **International Cooperation:** We support Canada’s foreign policy goals and promote national and international safety and security by maintaining strong global connections and International Policing capacity
- **Performance Management:** We establish priorities, develop strategies, set targets, track performance and align work activities and processes to achieve organizational goals

## Overview

### Our Structure for Service / Program Delivery

#### Our Management Structure

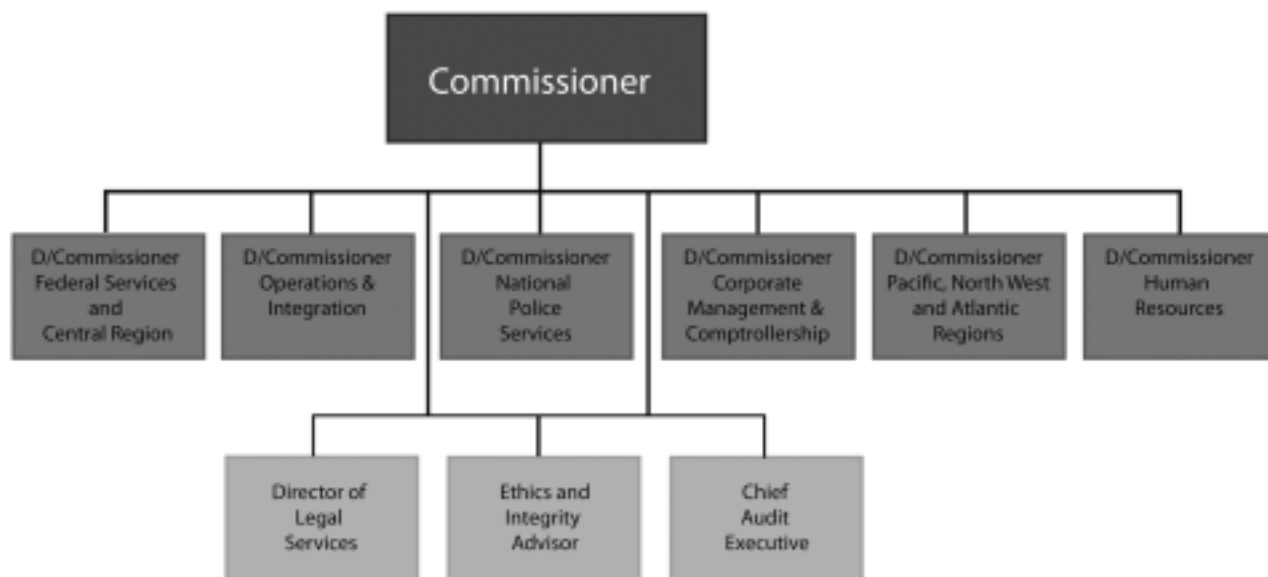
The RCMP is organized under the authority of the *RCMP Act*. In Accordance with the *Act*, it is headed by the Commissioner, who, under the general direction of the Minister of Public Safety and Emergency Preparedness Canada, has the control and management of the Force and all matters connected therewith.

Key components of our management structure include:

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

- **Deputy Commissioner National Police Services:** to focus on the provision of frontline operational services and information management to the RCMP and the wider police community [services include Technical Operations (Tech Ops), the Canadian Police College (CPC), Criminal Intelligence Service Canada (CISC), Forensic Laboratory Services (FLS), Information and Identification Services (I&IS), the National Child Exploitation Coordination Centre (NCECC), the Canadian Police Information Centre (CPIC) and the Chief Information Officer (CIO)]
- **Deputy Commissioner Corporate Management and Comptrollership:** to continue to meet standards of accountability, stewardship, results and value-based management, increased transparency and responsiveness, risk management, renewed control systems and sustainable development
- **Deputy Commissioner Human Resources:** to develop HR management strategies that maximize human performance and drive organizational success, ensure that HR polices and processes enable operational readiness, and build and sustain a workforce that is committed to excellence in service delivery.

In addition to the Deputy Commissioners, the Ethics and Integrity Advisor, the Director of Legal Services and the Chief Audit Executive complete the Senior Executive Team.



**Where We Are Located**

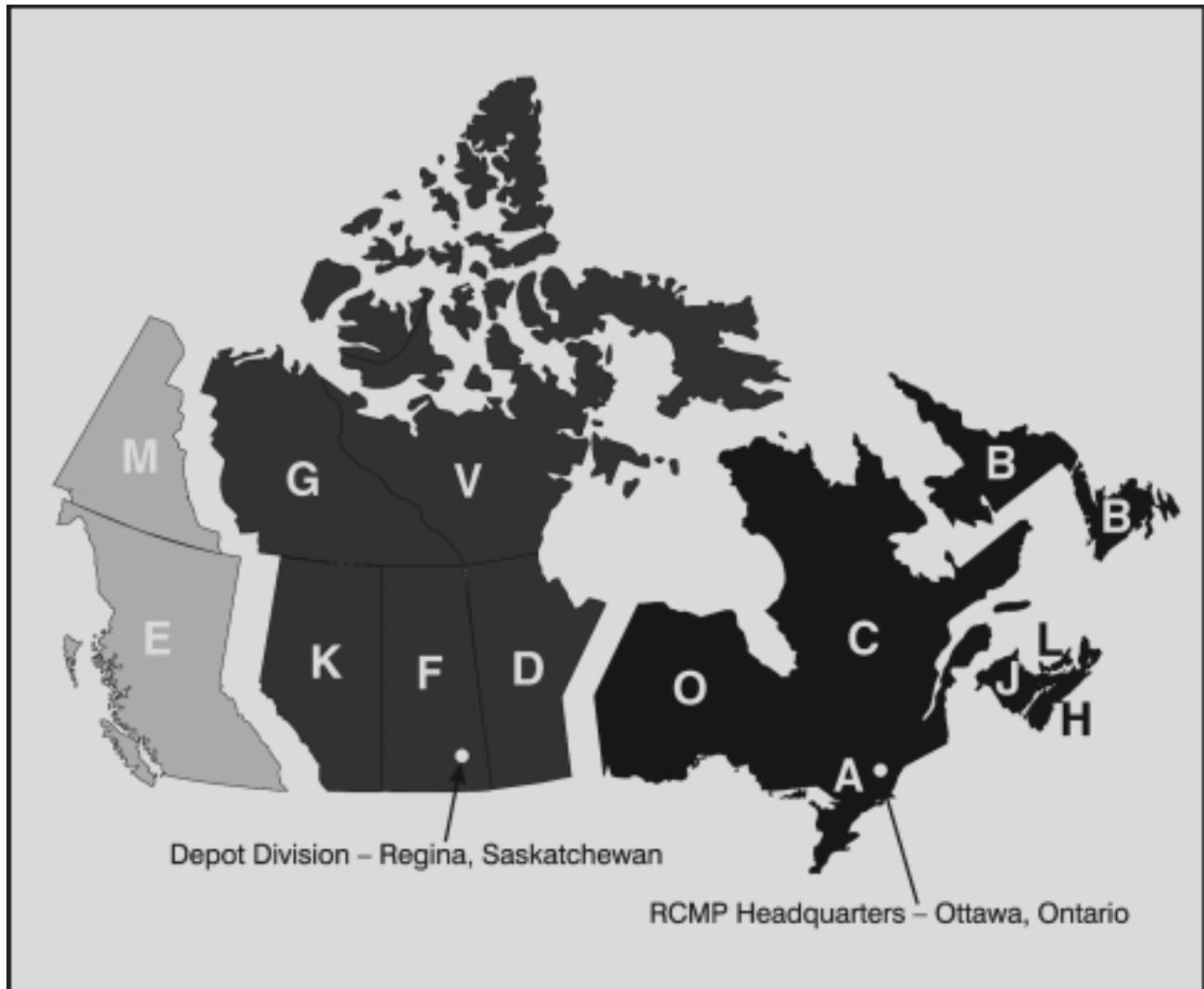
To deliver on our responsibilities, we have over 23,000 employees including regular and civilian members and public service employees. We are also fortunate to have over 75,000 volunteers to assist us in our efforts to deliver quality services to the communities we serve across Canada.

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

Operating from more than 750 detachments, we provide daily policing services in over 200 municipalities, provincial or territorial policing services

everywhere but Ontario and Québec, as well as, providing service to over 600 Aboriginal communities, three international airports, plus numerous smaller ones. We strive to fulfill our commitment to you – to keep your homes and communities safe.

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



## Overview

# Our Operating Environment

## Context for Planning

The RCMP operates in a highly dynamic and complex world with continually changing realities, unforeseen operational challenges, shifting demographics and emerging priorities.

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

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

In developing our plans and priorities, we undertake a rigorous analysis of the external environment and our own organization to identify the key influences on our planning cycle for the fiscal year, and in turn on our operating environment. By doing so, we are able to identify strategic priorities that will allow us to focus on enhancing public safety, sustainable development and the effective and efficient operation of our organization.

The key components of our strategic planning cycle are described in the following pages.

## Strategic Planning Cycle

Strategic planning is absolutely imperative to a well-functioning organization. It guides decision making, facilitates effective use of resources and provides us with critical feedback. Our planning cycle is based on a continuous integrated approach and is augmented by strategic activities meant to enhance and support informed decision making.

Our planning cycle is highlighted by three significant periods of review.

### First review (late spring):

- Focus on trends and issues identified in the environmental scan and from field input
- Identification of national and international trends that may impact our operations
- Supplemented with knowledge gained from use of annual core surveys, designed to measure perceptions and satisfaction levels of Canadian citizens, policing partners, clients, stakeholders and employees on our plans, priorities, programs and services

The outcome of this review either confirms or refocuses our priorities to better reflect the needs of Canadians within a three- to five-year horizon.

Two key documents also result from this review. With the issuing of the Commissioner's Directional Statement, all levels of the RCMP can begin to focus on their respective responsibilities to Canadians and what plans could enhance the delivery of our services.

This is followed by an Operational Strategic Outlook, which is communicated to Program Activity and Sub-Activity leaders to support them in the development of mandatory requirements and considerations for frontline service providers. At the same time, regions and divisions also offer forward-looking documents to each of their respective clients, partners and stakeholders.

### Second review (fall):

- Mid-year check on progress against strategic priorities, commitments and objectives
- Adjustments as required to ensure continued results and value to Canadians
- Program Activity directions and priority activities determined for the coming fiscal year

- Initiation of business planning process in Operations

Once complete, corporate-level business plans are then developed – ensuring these plans reflect the priorities and needs of Operations.

### **Third review (late winter):**

- Program Activity and corporate plans reviewed in order to determine appropriateness of support for operational priorities
- Financial support for strategic objectives determined

While all of these periods of review have a specific focus, they also offer opportunities for ongoing review (look back) and forecasting (look ahead) – critical to determining if we are on the right track – or if adjustments are required. In order to support more immediate requirements for informed decision making, a bi-monthly performance reporting cycle is also in place, allowing for the continuous tracking of initiatives and expected outcomes.

### **Business Planning**

The RCMP has a structured planning cycle. Using the environmental scan as a starting point, priorities are chosen and strategies are developed for those priorities. Using the Balanced Scorecard methodology, strategies are developed and aligned across the organization. Business plans are prepared at the division level and aggregated into the Program Activity plans.

All business plans capture: an environmental scan, an identification of risks and mitigation strategies; an identification of unfunded pressures; initiatives aligned with critical objectives emanating from the strategic priorities; an articulation of initiatives in support of division and Program Activity strategy.

The Strategic Policy and Planning Directorate reviews the divisional and Program Activity plans in order to ensure corporate planning is aligned to operational priorities. Plans presented which do not support the organizational strategy are challenged and refined as necessary.

All identified unfunded pressures are supported by a comprehensive business case, approved at the Deputy Commissioner level. The collective pressures are then analyzed and prioritized using an RCMP developed prioritization tool. This tool weighs the pressure

against factors such as: public safety; alignment with government priorities; alignment with RCMP priorities; and value for money. This close examination results in a prioritized list of unfunded pressures for budgetary consideration.

National Business Plans: A Senior Management Steering Committee has been established at National Headquarters to provide the necessary leadership and direction to ensure robust business planning in the RCMP.

Divisional Business Plans: As is the case with their Headquarters counterparts, business plans at the division level are required. Not only do they reflect a clear understanding of our national strategic priorities and “fit” with their activities, there is a comprehensive understanding of local issues and priorities.

### **Environmental Scanning**

The RCMP conducts robust environmental scanning to identify emerging issues and trends at local, national and global levels. This careful monitoring supports our senior managers in identifying key risks, challenges and opportunities as part of our priority setting and business planning, to ensure we are appropriately positioned to operate effectively in a continually-evolving environment.

We have moved to preparing Environmental Scans every three years, and to conducting a focused review on a particular area of interest and importance to the RCMP on an annual basis.

Our efforts are focused on seven key dimensions – demographics, society, economy, politics and governance, science and technology, environment, and public safety and security.

Each of the above noted dimensions have a multiplicity of trends and issues that could pose separate challenges to the RCMP; their very nature suggests that they are inextricably linked, further increasing the impact and challenges they present to law enforcement agencies.

In the 2005-2006 Report on Plans and Priorities, we highlighted new trends and updated previously reported issues affecting policing, the potential impacts on our organization and areas where we could make a difference.

## Overview

Over the last year, we have made significant progress towards meeting these challenges. From a policing and national security perspective we have taken measures to reduce the impact of terrorism and continue to ensure it remain a priority for the RCMP.

Organized crime groups have become increasingly sophisticated, posing new and formidable challenges to law enforcement. These realities will continue to challenge the RCMP as it fulfils its strategic goal for safe homes and safe communities.

Changing demographics and increasing expectations for service excellence continue to impact on our Human Resource plans and priorities and our very ability to fulfill our mandate.

The latest Environmental Scan focused update can be accessed at the following address:

[www.rcmp.ca/economic\\_crime/toc\\_e.htm](http://www.rcmp.ca/economic_crime/toc_e.htm)

### Core Surveys

Surveys are conducted on an annual basis in an effort to capture baseline opinion data regarding our performance. Questions predominantly focus on general satisfaction areas, namely our role in safe homes and safe communities, quality of service, professionalism, sensitivity, community involvement, visibility, value of partnerships, and communication. Populations canvassed include: clients/citizens of Canada, clients of Contract Policing, policing partners, employees and stakeholders.

The survey results are delivered to planners for use as reference material in the development of plans and priorities.

Taken together, some common messages emerge from the various core survey results. The RCMP's contribution to ensuring the safety of our homes, communities and country is perceived as important. Our organization is viewed as professional, with integrity and honesty valued. However, communication regarding the nature of and rationale behind our activities is an area for improvement.

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

### Consultation and Engagement

Consistent with Government priorities to ensure the broader engagement of partners in plans and priorities, we are pursuing a national consultation and engagement strategy. This will not only ensure the

interests and needs of our partners are appropriately reflected in our plans and priorities, it will support our collective efforts in considering the benefits to be realized in shared service delivery.

As our consultation and engagement strategy evolves, this practice will become one of our business maxims.

### Performance Management

The Balanced Scorecard was adopted by the RCMP as its tool for furthering strategy-focused, performance-managed business planning. It allows us to manage and measure our performance against our strategic priorities and objectives. In addition, it facilitates proactive planning, which is essential for clarifying objectives and actions, and for identifying areas where resources could be used more effectively to improve the delivery of RCMP programs and services.

Consistent with several other performance management processes, the Balanced Scorecard shares many commonalities with other key Government plans and priorities including Results for Canadians, Modern Comptrollership and the Service Improvement Initiative, as examples.

In essence, the Balanced Scorecard guides us in gauging critical intangibles such as people, data and environment and assists all levels of management in identifying what key factors will enable business "success" or goal achievement. It also gives us the ability to tell the RCMP story by demonstrating "what we do and why" and to gain recognition for the critical role we play in providing safe homes and safe communities for all Canadians.

There are several other potential benefits: determination of managerial accountability in achieving performance results; communication of strategic priorities across an organization; clarity and transparency around the allocation of resources; and, consistent reporting on results. With the alignment of operations and objectives, this ensures resources deliver value and are used in the best possible way.

The use of the Balanced Scorecard is now firmly entrenched as an integral part of our daily business practices and is a contributing factor towards the advancement of our strategic priorities.

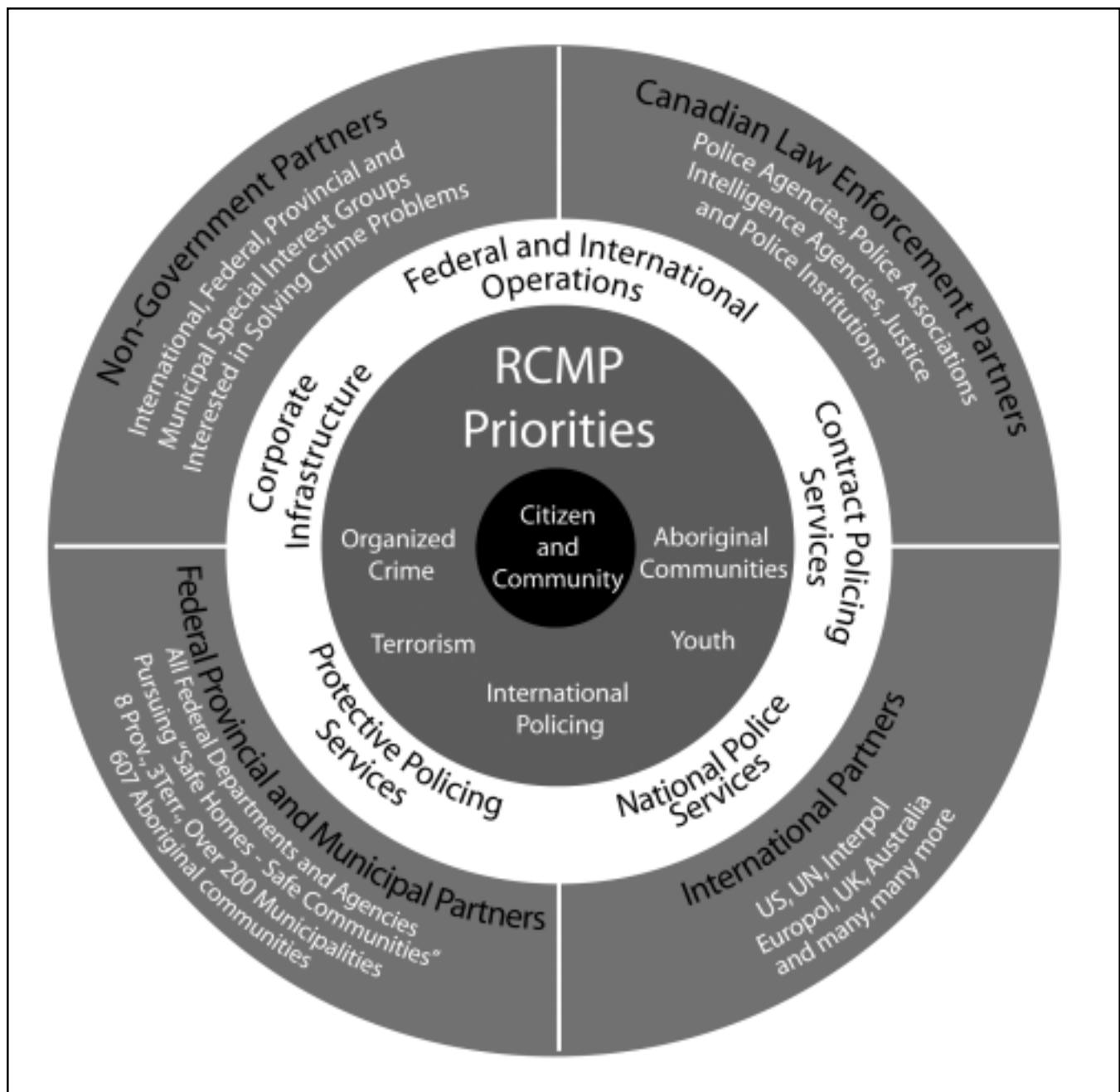
For more general information on the Balanced Scorecard, please go to: [www.bscol.com](http://www.bscol.com)

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

### Integrated Policing Philosophy

Integrated policing continues as the defining philosophy for everything we do as part of our Strategic Framework. It means collaborating with our partners at all levels towards common purposes, shared values and priorities. This globalization of public safety and security is characterized by:

- Shared strategic priorities – devoting our resources to achieving common goals, with our actions based on the highest standards of transparency and accountability
- The free flow of intelligence – at all levels with partners and within the organization
- Interoperable systems – enabling “real-time” communications across organizations, borders and nations
- Seamless service delivery – eliminating fragmentation and duplication
- A need to leverage economies of scale – maximizing our individual and collective efforts









## **SECTION II: PERFORMANCE RESULTS FOR DEPARTMENTAL STRATEGIC OUTCOMES AND STRATEGIC PRIORITIES**

---

### **Performance Results for Departmental Strategic Outcomes and Strategic Priorities**

---

**Safe homes and safe communities remains our overall goal. In order to provide safe homes and safe communities we are required to work across boundaries, both internally and externally with our domestic and international partners. To achieve our goal, we focus on both the strategic outcomes set out in our Program Activity Architecture – quality federal policing, quality contract policing and policing support services – as well as on our five strategic priorities – Organized Crime, Terrorism, Youth, International Policing and Aboriginal Communities (see graphic on the next page).**

The following section provides a summary of our performance against the commitments set forth in our 2005-2006 Report on Plans and Priorities. The beginning of the section focuses on the progress made towards achieving our strategic outcomes, with the remainder focusing on the performance results achieved against the plans and priorities of our five strategic priorities.

We are proud of our overall performance in 2005-2006 and are confident that we will continue to build on our results in 2006-2007.

---



## Strategic Outcomes and Key Results

### Quality Federal Policing

...ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation and enforcement of laws against terrorism, organized crime and other criminal activity

#### Key Results Expected

- Reduced impact of organized crime
- Reduced threat of terrorism
- Safe and secure society

#### Progress towards achieving Key Results

##### Reduced impact of organized crime

Tangible metrics allow us to measure our ability to deliver on our quality federal policing outcome. One such tool is the recently introduced Disruption Attributes Tool (DAT). The Disruption Attributes Tool (DAT) clarifies the real impact and success of enforcement activities on organized crime groups. It provides a systematic method for reporting on organized crime disruptions. Using the DAT we were able to track organized crime group disruptions taking place in 2005-2006. Validated field input for 2005-2006 yielded the following measures regarding the RCMP's effort and success in disrupting organized crime groups in Canada (see Table 1).

Due to the recent implementation of the DAT process (April 2005), and subsequently, an adjustment period

**Table 1: Reduce Impact of Organized Crime**

Measure	Result
% of targeted National Tactical Enforcement Priorities (NTEP) Organized Crime groups disrupted	75%
% of known "other" (i.e., non NTEP) Organized Crime groups disrupted	12%

**Table 2: Reduce threat of terrorism**

Measure	Result
Number of known terrorist groups disrupted (target 12)	10

**Table 3: Safe and secure society**

Measure	Result
% of aircraft flights, people, sites and events under RCMP protection that experience a safe and secure year	100%

within Divisions, the number of disruptions reported (i.e., the number of DAT forms received) does not currently reflect the extent of operations.

#### Reduced threat of terrorism

In June 2006, a major RCMP-led investigation resulted in the arrests of 18 individuals, each charged with terrorist-related activities. Most of this high-profile investigation – which involved significant resources – occurred during the 2005-2006 fiscal year, but will count as a disruption in 2007-2008. In addition to the significant effort put towards this successful investigation, the RCMP also disrupted 10 significant terrorist targets for the 2005-2006 fiscal year – only two less than its original target of 12 (see Table 2).

#### Safe and secure society

Our strategic priorities of Organized Crime, Youth, Aboriginal Communities, Terrorism and International Policing, are the areas of focus to achieve our goal of safe homes and safe communities. They do not reflect everything that the organization does – only those things most important to achieving our goal. These strategic priorities ensure a focused vision, and when coupled with the Operations Model, the RCMP is well positioned to ensure a consistent and effective national approach to combating crime.

Our presence was felt internationally, as Contract Policing resources traveled internationally to provide advice, guidance and support in areas ranging from crisis negotiation to community policing, with support to foreign deployments of both peacekeeping contingents as well as specialized teams.

In 2005-2006 we have made great strides towards improving the efficient and effective use of our Protective Policing resources, allowing the RCMP to better prevent terrorist and serious criminal activity (see Table 3).

## **Performance Results for Strategic Plans and Priorities**

### **Planned Improvements**

#### **Reduced impact of organized crime**

The Federal & International Operations Strategic Services Branch is currently in the process of improving the DAT to address areas we have identified requiring improvement to ensure a more accurate reporting in the second year of operation (2006-2007).

Increasingly, the RCMP is engaging in integrated, multi-disciplinary Integrated Organized Crime Investigative Units (IOCIUs). We will further implement this approach to integrated policing in the years to come by working closely with external and internal partners, exchanging strategic and criminal intelligence, sharing tactical and operational knowledge, planning joint and individual actions and communicating effectively with each other. The number of IOCIUs continues to expand where required.

For 2006-2007, the RCMP's Organized Crime Branch has undertaken the development of Source Handler Expertise at the Supervisor level to ensure this unique aspect of investigations is successfully managed and that required policy and training is implemented accordingly.

Drug and Organized Crime Awareness Service is focusing on gathering information to deliver awareness to the law enforcement community on the impact of organized crime on Canadians. This would lead Drug and Organized Crime Awareness Service to then play a role in the education/awareness to all Canadians for prevention. A need for public education/awareness on organized crime has also been identified. In 2006, we will work on identifying what is the best mechanism to provide awareness to the public to combat organized crime.

#### **Reduced threat of terrorism**

In 2005-2006 Public Safety Anti-terrorism (PSAT) resources were realigned to the Integrated National Security Enforcement Teams (INSET) in an effort to increase future capacity. We are seeking alternative sources of funding that may alleviate some of the pressures created by these long, complex investigations.

In April 2005, the RCMP's National Security Program (NSP) established the National Security Community Outreach Program (NSCOP) to address issues raised by the diverse communities during the O'Connor Commission of Inquiry and the *Anti-terrorism Act* (ATA) Review, as well as community consultations conducted since the passage of the ATA.

The RCMP's NSCOP is a comprehensive effort to engage all Canadian communities including the diverse ethnic, cultural and religious communities in protecting Canada's national security.

#### **Safe and secure society**

From a Protective Policing perspective, the continued application of community-based policing concepts – such as partnership, consultation and bilateral open communication with foreign missions, Federal Court judges and other protectees – will continue to provide valuable insight into the ongoing security needs of RCMP clients.

In terms of operational planning, a committee has been established to review policies related to threat levels and to review the quality of intelligence provided in threat assessments on an ongoing basis.

### Quality Contract Policing

*...healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation*

Provides policing services to eight provinces, three territories, diverse municipalities and First Nations communities through cost-shared police service agreements. Responsible for:

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

### Key Results Expected

- Highest quality police services/programs
- Prevention and reduction of youth involvement in crime as victims and offenders
- Safer and healthier Aboriginal communities

### Progress towards achieving Key Results

#### Highest quality police services/programs

In 2005-2006, Contract Policing delivered “uniformed” policing services to eight provinces, three territories, 200 municipalities and over 544 Aboriginal communities.

Fulfilling our mandate of preventing and investigating crime, enforcing the law, as well as protecting life and property, Contract Policing resources responded to approximately 2 million calls for service.

From a Crime Reduction Strategy in British Columbia targeting high risk offenders and high crime locations, to integrated teams across the country specializing in investigating major crimes such as homicides, child exploitation or missing Aboriginal women, to broadening outreach and prevention activities, Contract Resources demonstrated innovation in their service delivery. This commitment extended to a comprehensive effort to ensure emergency operations plans were updated to respond effectively to any incident, focus on improving clearance rates for chosen comparator offences in each division, community plan engagement in both youth and Aboriginal communities, and the effective use of the Provincial Police Service Agreement.

New tools and technology showcased integration, primarily with the roll-out of the Police Reporting and Occurrence System (PROS) and its counterpart PRIME BC, linking databases so that information can be retrieved from a number of systems. Our goal is to ensure the maximum use of compatible systems by the Canadian Police and Law Enforcement Community to ensure that information and intelligence is accessible and available to those that need it in a timely manner. Cost rationalization discussion papers, education and awareness around the policing agreements and the Resourcing Methodology Project were some of the tools developed to broaden the understanding of the benefits, costs and accountability of contract policing.

Consultation and engagement was at the forefront of community policing where plans to address the number one Youth and/or Aboriginal issue were implemented across the country. Community plans were instrumental in raising the level of local involvement and in identifying key risk and protective factors that communities may need to focus on to address root causes. As a result of the analysis of over 406 Aboriginal plans, the key issues facing Aboriginal communities were drugs and substance abuse. This information drives, in part, the public policy agenda at the national level and should be guiding public policy involvement at the provincial and territorial levels as well.

On the youth side, the top five offences from reporting statistics indicated Traffic was the number one contact with a youth. As a result, Traffic Services worked in collaboration with the RCMP Youth priority working group and youth organizations to produce presentations to change behaviour including I-Drive and PARTY (Prevent and Reduce Trauma in Youth) targeting aggressive and impaired driving. This coincided with the most prevalent primary issues from the youth community plans being identified as drugs, alcohol and criminal mischief.

### Key Results

In comparison with police forces providing similar services, the RCMP achieved the results shown in Table 4 on the next page.

## Performance Results for Strategic Plans and Priorities

**Table 4: Quality Contract Policing**

Measure	Result
Workload	<ul style="list-style-type: none"> <li>Higher population per police officer ratio</li> <li>Higher number of <i>Criminal Code</i> offences per officer</li> </ul>
Use of resources	<ul style="list-style-type: none"> <li>Lower cost per capita</li> <li>Lower expenditures per cleared <i>Criminal Code</i> offences</li> </ul>
Productivity	<ul style="list-style-type: none"> <li>Higher number of cleared <i>Criminal Code</i> per officer</li> </ul>

(Source "What Are They Worth?" RCMP Pay Council, August 2005)

Although the number of actual offences has doubled over the past 20 years, the RCMP has maintained a relatively constant clearance rate ability despite the complexities of new legislation, technology and investigative requirements under which we must work. Examples of success in this area include divisions which achieved a 5% or greater increase in their clearance rates for comparator offences including Manitoba RCMP focusing on Motor Vehicle Theft, Saskatchewan RCMP focusing on Sexual Assault, and the North West Territories which targeted Total Assaults.

Within Traffic Services, the RCMP has achieved a 3.6% decrease nationally in fatalities for the three-year period of 2003-2005 as compared to the baseline years (1996-2001). The three-year average statistics (RCMP jurisdictions) do not reflect the increase in licensed drivers or the increase in registered vehicles on the roadways.

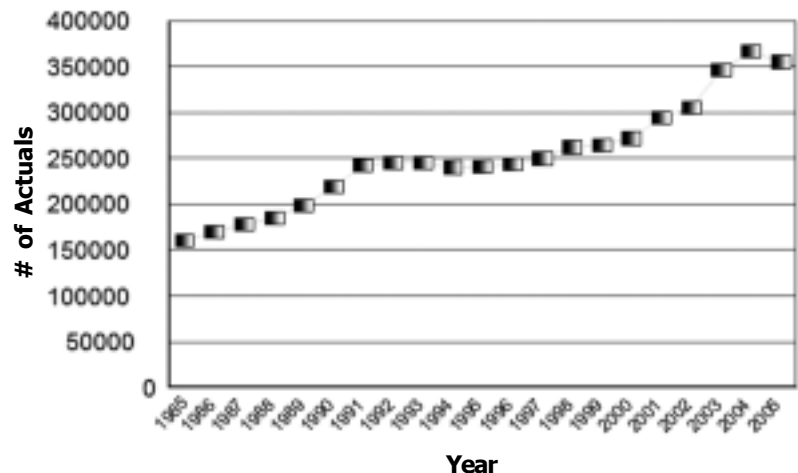
### Prevention and reduction of youth involvement in crime as victims and offenders

For youth specific performance information, please refer to the Youth strategic priority on page 69.

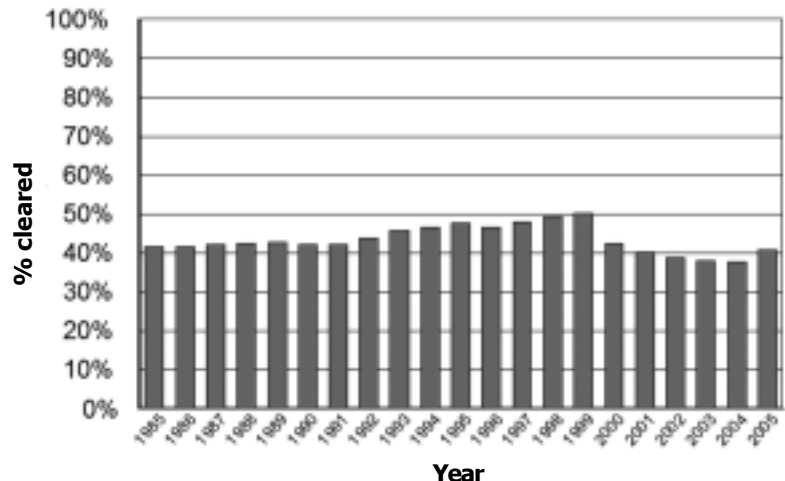
### Safer and healthier Aboriginal communities

For Aboriginal community specific performance information, please refer to the Aboriginal strategic priority on page 40.

**Other Criminal Code  
Actuals (1985-2005)**



**Other Criminal Code  
% Cleared (1985-2005)**



### Planned Improvements

#### Highest quality police services/programs

The vision within Contract Policing is to be a dynamic, flexible organization, reflective of the communities we serve, accountable and capable of meeting the operational needs of provinces, territories, municipalities and Aboriginal communities. It is imperative that we adapt to our changing environment. Our focus is reflective of the communities we serve, and by engaging them early in developing our priorities, we will gain support for mutual objectives. We acknowledge the fiscal realities, the emergence of alternate service delivery, the findings of the November 2005 Auditor General's Report: *Royal Canadian Mounted Police – Contract Policing*, competitive public and private policing; and are incorporating these factors into our service delivery models.

Continued horizontal integration and a balanced approach to being "tough on crime" has three key Federal partners with a clear mandate to affect change. Justice, Health and Public Safety play an instrumental role in the foundation and maintenance of a safe society. With strong leadership, engagement with other Federal and Provincial/Territorial and Municipal governments and Aboriginal communities across Canada, crime reduction efforts can have a significant impact on reducing crime within a constrained timeframe. Our focus for 2006-2007 will be to strengthen the collective efforts at the national, divisional and local levels to respond effectively to issues enhancing the stability and security of communities and individuals.

Additionally, as with the federal and provincial/territorial governments, the RCMP is refocusing its approach to emergency management away from one of response to one of preparedness. Response is the marshalling of resources in reaction to events, whereas preparedness is an ongoing cycle of planning, training, exercising and evaluating in advance of an event. The Framework focuses on four key functions:

- Integration and standardization of emergency operations, major events and business continuity planning processes and plans
- Provision of a common operating environment through a standardized Incident Management System, extending throughout all organizational levels
- Ongoing validation of plans, strengthening of partnerships and practicing of members' skills through a National Exercise Program
- The continuous improvement of plans, policy, procedures, training and the conduct of exercises and operations through a Lessons Learned Program

## **Performance Results for Strategic Plans and Priorities**

### **Quality Policing Support Services**

*...support to Canadian police investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education, to optimize the delivery of proactive, intelligence-based police services and programs*

The RCMP's National Police Services (NPS) is the largest, and often sole, provider of essential investigational support services to over 500 law enforcement and criminal justice agencies across Canada. This operational support includes the forensic analyzes of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities, and coordination of criminal information and intelligence.

#### **Key Results Expected**

- Leading-edge policing and security technology
- Comprehensive, real-time intelligence and threat assessments
- Increased efficiency and effectiveness of policing
- Timely and high quality scientific tools, techniques and information management technology
- High quality learning and training opportunities and support

NPS represents numerous centres of expertise which provide highly sophisticated and comprehensive investigational support. By its very nature, NPS encourages national cohesiveness across jurisdictions by providing an integrated group of police information, technical, and training services to the law enforcement communities throughout Canada and around the world.

Effective criminal investigations continually demand new and more complex investigative techniques. This requires NPS to remain current and relevant – to ensure that services are the best, and most efficient.

### **Progress towards achieving Key Results**

NPS initiatives contribute to more than one expected key result.

#### **Leading-edge policing and security technology**

NPS pursues leading-edge initiatives on behalf of the Canadian and international law enforcement community. A representative description of achievements in the areas of emerging and increasing demands for services, leadership in national and international law enforcement practices, and security will illustrate the breadth of NPS contributions.

The increasingly violent nature of child sexual exploitation images, the trend to target younger victims, and the abuse suffered by victims, demand not only that perpetrators be brought to justice, but that victims be identified and removed from further exploitation. In 2005-2006 the National Child Exploitation Coordination Centre (NCECC) established a Victim Identification Unit to develop effective methods of identifying and locating victims of Internet-facilitated child sexual exploitation. To date, over 100 Canadian victims of Internet-facilitated sexual exploitation and numerous international children, were identified by Canadian law enforcement agencies, often in collaboration with the NCECC. The NCECC also expanded the use of the Child Exploitation Tracking System (CETS), a relational database which includes information that enables investigators to create links between online sexual exploitation investigations that assist in the location of suspects and victims.

The Violent Crime Linkage Analysis System (ViCLAS), another RCMP-developed system, creates associations between criminal patterns in sexual crimes, assaults, homicides, missing persons, non-parental abductions, child luring, and child sexual exploitation and helps to identify suspects. ViCLAS version 4, released in 2005-2006 within Canada, provides the safe and secure storage and transmission of offender photographs, and increased mapping capabilities that make linkage analysis more timely and effective.

The National Sex Offender Registry (NSOR) is a national database mandated under the *National Sex Offender Registration Act* and developed and maintained by the RCMP for use by all Canadian policing partners. The NSOR currently contains information on 13,000 convicted sex offenders and is an effective investigative tool, especially when used in conjunction with ViCLAS and Geographic Profiling to



## **Performance Results for Strategic Plans and Priorities**

identify and prosecute sexual predators. The RCMP has been working with Public Safety and Emergency Preparedness Canada (PSEPC), the Department of Justice, and the Federal/Provincial/Territorial High Risk Offender Working Group to see existing legislation amended to increase the effectiveness of the NSOR. As well, the integration of the NSOR with the Ontario Sex Offender Registry is nearing completion.

---

In 2005-2006, the RCMP was involved in obtaining, testing and deploying new technology to address large vehicle (2000 lbs) bombs. Utilization of this technology increases public safety through the enhanced ability to disperse the explosive contents of large vehicle bombs prior to their activation.

---

The Technical Crime Branch has demonstrated excellence in security technology, most significantly in moving to achieve certification of the Technological Crime Branch Laboratory to American Society of Crime Laboratory Directors/Laboratories standards. The requirements to achieve certification are expected to increase analytical proficiency by 20% and to decrease laboratory examination time by 10%. This certification is key to ensuring the admissibility and credibility of evidence in the future.

To equip RCMP employees, clients and partners with a secure work environment while enabling multi-jurisdictional working arrangements, the RCMP worked with the Treasury Board Secretariat in 2005-2006 to create the Law Enforcement Screening Regime (LESR) to offer partner agencies a security equivalency to the RCMP's "Reliability Status" security level. The LESR is a tool to evaluate and accredit the security screening process of another law enforcement agency, thus allowing accredited employees of other law enforcement agencies to access RCMP information/assets on a need-to-know basis while still respecting the Government Security Policy.

The RCMP is increasing its participation in emergency preparedness initiatives in support of the larger federal government mandate. In 2005-2006, the RCMP's Air Services entered into a Memorandum of Understanding (MOU) with the Public Health Agency Canada (PHAC) to jointly address emerging and national crises such as transportation of personnel, equipment, antivirals and vaccines in cases of pandemic preparedness and management.

The RCMP participated in a legislative initiative in 2005-2006 to compel telecommunications service providers to build interception capability into their networks. This legislation is designed to ensure that law enforcement and national security agencies have the technical access to effect lawful intercepts in the face of rapid advances in the telecommunication industry. The legislative package is expected to be re-tabled in 2006-2007.

### **Comprehensive, real-time intelligence and threat assessments**

As the voice of Canada's criminal intelligence community, Criminal Intelligence Service Canada (CISC) shares intelligence with Canadian law enforcement agencies in support of their effective response to the threat of organized and serious crime. In November 2005, the RCMP adopted the CISC Automated Criminal Intelligence Information System (ACIIS) as its sole integrated criminal intelligence database on organized and serious crime. Use of a single intelligence-gathering and sharing tool will greatly enhance the strength of the individual efforts of law enforcement to detect, reduce and prevent organized and other serious crime. This strength has grown by the recent linkage of the national ACIIS and Service de police de la ville de Montreal (SPVM) databases.

In March 2006, the CISC National Executive Committee lent its support to the establishment of a Canadian Intelligence-led Policing Model. Similar to the UK's National Intelligence Model (NIM), Canada's model will provide an overarching framework to strengthen the application and management of intelligence-led policing.

The Real-time Intelligence Initiative improves intelligence collection by allowing the CISC Central Bureau to collect intelligence and information directly from the investigator at the conclusion of an investigation. Additionally, the CISC Central Bureau, in conjunction with the Organized Crime Enforcement Units from four of the 10 provincial bureaus, now enters bi-weekly progress reports from ongoing organized crime investigations into the restricted area of ACIIS. This allows the immediate release of information to the intelligence community once the investigations are concluded, rather than the several months this process used to take. The remaining six provincial bureaus are expected to join this initiative by early 2007, once training is completed.

## Performance Results for Strategic Plans and Priorities

### Increased efficiency and effectiveness of policing

National Police Services (NPS) continuously evaluates and enhances its services in response to the needs of its various clients and stakeholders. One of the most in-demand services is forensic DNA analysis for both its validity as an investigative tool, and because of high interest generated by the entertainment media.

In response to the need for more efficient Biology processes, a re-engineered process introduced more automation; DNA extractions were improved; methods developed for challenging exhibits; and expert software for use by reporting officers assessed and validated. These processes will provide a two- to three-fold increase in casework capacity while improving the timeliness of reporting results.

- 
- The central repository of Canadian criminal records holds 3.8 million records, supported by an additional 34 million documents
  - Approximately 540,000 criminal fingerprint submissions are received annually, of which 155,000 are new records
  - Approximately 215,000 civil transaction requests are received annually
- 

Efficiency gains were also made in reducing the backlogs in the national fingerprint and criminal records repository by 60% due to a strategic investment in overtime and streamlining of processes. The impact of this effort is to eliminate the backlog in preparation for the implementation of a new automated, streamlined process to be delivered through the Real Time Identification (RTID) project. RTID will re-engineer systems and processes used for fingerprint identification, civil clearances and criminal records maintenance, and will allow for the paperless electronic transmission and storage of fingerprints. Turnaround times will be condensed from weeks and months to hours and days. The contract award for the delivery of the new Automated Fingerprint Identification System (AFIS) was announced in October 2005.

A greater public focus on firearms-related violence has increased the demand for ballistic identification, necessitating an increase in the capacity of the Canadian Integrated Ballistic Identification Network (CIBIN). The same Integrated Ballistic Identification System (IBIS) technology is used in both Canada and the US to link crime scenes and recovered

firearms to crimes through the comparison of fired bullets and cartridge cases collected in connection with criminal activity.

During 2005-2006, the RCMP initiated a MOU to allow the electronic exchange of information between CIBIN and the US National Integrated Ballistic Information Network (NIBIN). This exchange will assist police investigators to detect and investigate crimes involving firearms that have crossed the Canada/US border.

The CIBIN network currently has six IBIS units with two instruments operated in partnership with the Quebec and Ontario forensic laboratories. Three of the IBIS units were obtained through the Investments to Combat the Criminal Use of Firearms (ICCUF) initiative. Consideration is currently being given to establishing two new matchpoint units in Toronto and Regina.

The RCMP Firearms Support Services also provides a firearms tracing service to all law enforcement agencies in Canada. This service is facilitated in North America by the use of the e-trace system of the US Bureau of Alcohol, Tobacco, Firearms and Explosives and globally through Interpol.

### Timely and high quality scientific tools, techniques and information management technology

Many of the previously described NPS initiatives and services are also considered timely and high quality scientific tools, techniques and information management technology. Examples include the National DNA Data Bank, the Canadian Integrated Ballistic Identification Network (CIBIN), the Child Exploitation Tracking System (CETS), and the National Sex Offender Registry, to name a few.

During 2005-2006, information sharing and system integration among law enforcement community partners continued to progress with the implementation of the Police Reporting and Occurrence System (PROS). PROS was rolled out to all RCMP locations, with the exception of "E" Division (British Columbia), which continues to use PRIME BC (Police Records Information Management Environment of British Columbia). The PROS project was completed on schedule on March 31, 2006 at a total cost of \$65.9M.

Further developments were realized in the National Integrated Interagency Information (N-III) project, which will also increase and enhance information sharing among police agencies. The N-III will advance the interoperability objectives of the Government of

## ***Performance Results for Strategic Plans and Priorities***

Canada by enabling broader information sharing and integrated investigations among Canada's law enforcement and justice communities. The first component of the N-III project, the Integrated Query Tool, which provides search and access functionality, has been completed and is being rolled out to a small group of users.

The second component of the N-III, the Police Information Portal (PIP), was successfully demonstrated at the Canadian Association of Chiefs of Police (CACP) conference in August 2005. The contract for the Police Information Portal (PIP), a query tool capable of accessing data in Records Management Systems used by Canadian police services, was awarded in June 2006.

Interoperability was further enhanced through improvements to many of Canada's radio systems across the country. There are 14 distinct radio systems, bounded essentially by provincial and territorial borders. During 2005-2006, radio replacement systems were pursued in "B" (NL), "F" (SK), "J" (NB), "L" (PEI) and "M" (YK) Divisions. In Saskatchewan, the radio replacement project, which represents the RCMP's first province-wide Internet Protocol based radio system, is 67% complete.

The Canadian Police Information Centre (CPIC) Renewal Project successfully updated an aging legacy system to provide the Canadian law enforcement community with a modern messaging protocol, applications and infrastructure, which is more responsive and adaptable to their needs. The renewed CPIC system was rolled out as of March 31, 2006, with a new web-based version of CPIC scheduled to be implemented in the Fall of 2006.

### **High quality learning and training opportunities and support**

During 2005-2006, the Canadian Police College (CPC) diversified its training delivery through enhanced distance learning and e-learning courses. This included a new Executive Development in Policing (EDP) program launched in January 2006 and an updated Senior Police Administration Course (SPAC). SPAC equips senior police officers, usually at the middle management level, with the leadership and management skills required to run a unit or detachment. A significant need for this course is expected due to the predicted retirement of senior police officers.

The new course registration/e-business software being piloted by the CPC enables more effective management of course registration, billings, accommodation and classroom allocation.

In 2005-2006, an agreement in principle was obtained from clients and stakeholders to create a CPC satellite presence in western Canada beginning in January 2007. "CPC West" will provide law enforcement in western Canada with increased training opportunities and support through cost efficient and timely advanced police training.

The table on the next page highlights key performance measures and results for National Police Services for 2005-2006.

## Performance Results for Strategic Plans and Priorities

### HIGHLIGHTS OF NATIONAL POLICE SERVICES PERFORMANCE/ACCOMPLISHMENTS IN 2005-2006

MEASURE	2005-2006 RESULTS
<b>Advancements in leading-edge policing and security technology</b>	<ul style="list-style-type: none"> <li>• 182 Canadian investigators acquired access to the Child Exploitation Tracking System (CETS) from 29 different locations (20 municipal, 2 provincial and 7 RCMP units). CETS was also deployed in the UK, Indonesia, Brazil and Italy</li> <li>• 16,500 CETS searches were performed and 2,500 investigations entered on CETS</li> <li>• Over 100 Canadian victims of Internet-facilitated sexual exploitation and numerous international children were identified by Canadian law enforcement agencies, often in collaboration with the NCECC</li> <li>• An increase of 32% in the RCMP's compliance rate (i.e., number of cases entered on the system) for the Violent Crime Analysis Linkage System (ViCLAS)</li> <li>• The Explosive Disposal and Technical Security Unit acquired specialized equipment to assist in the identification of the chemical properties of unknown white powders, which allows real-time consultation with experts at Health Canada</li> <li>• Computer forensic analysis of technological devices linked evidence to a major international terrorist investigation, resulting in the prosecution of an individual implicated in the planning of a terrorist act abroad</li> <li>• The Pre-Employment Polygraph (PEP) was implemented in November 2005 for all RCMP police officer applicants. The PEP has surpassed expectations in the applicant screening process and in ensuring the RCMP obtains the best possible candidates</li> </ul>
<b>Advancements in criminal intelligence sharing</b>	<ul style="list-style-type: none"> <li>• Criminal Intelligence Service Canada (CISC) delivered integrated Provincial Threat Assessments (PTA) in March 2006, which form the basis for intelligence-led enforcement action and resource allocation</li> <li>• The CISC Central Bureau developed the <i>National Threat Assessment on Organized and other Serious Crime</i>, based on the Provincial Threat Assessments, to assist senior law enforcement leaders in developing strategies for dealing with organized crime</li> <li>• CISC delivered two new products:               <ul style="list-style-type: none"> <li>▶ the <i>National Criminal Intelligence Estimate on Organized Crime and Serious Crime in Canada</i> provides an overview of organized and other serious crime threats to municipal, provincial and federal government officials, supporting informed decision making when developing policy or strategies on organized crime</li> <li>▶ the <i>Sentinel WatchList</i> informs, raises awareness and warns the CISC community of possible future threats. The WatchList is another facet of CISC's Strategic Early Warning System launched in 2004</li> </ul> </li> <li>• To further enhance public awareness on issues related to organized crime, CISC is working with PSEPC to publish a joint report</li> <li>• Client satisfaction (according to surveys) with:               <ul style="list-style-type: none"> <li>▶ CISC's ability to assess threats: 73%</li> <li>▶ CISC's Strategic Early Warning products: 83%</li> <li>▶ ACIIS: 81%</li> </ul> </li> </ul>
<b>Advancements in interoperability</b>	<ul style="list-style-type: none"> <li>• 21 external agencies obtained access to the Police Reporting and Occurrence System (PROS)</li> <li>• 2 million records now entered on PROS</li> <li>• 25 police agencies signed the National Integrated Inter-Agency Information System (N-III) Police Information Portal (PIP) protocol</li> </ul>

## **Performance Results for Strategic Plans and Priorities**

<p><b>Increases in efficiency and effectiveness of policing</b></p>	<ul style="list-style-type: none"> <li>• The majority of the Forensic Laboratory Services (FLS) programs have either reduced or maintained their response times (in days) from the previous year</li> <li>• Urgent DNA cases were processed within the 15-day target, with an average response time of 12 days</li> <li>• The fingerprint and criminal record backlog was reduced by 60% (333,000 cases)</li> <li>• The time required to perform civil record checks was reduced by 20% from the previous year</li> <li>• Urgent latent prints were processed immediately, while routine latent prints were completed within two weeks</li> <li>• In its three years of operation, CIBIN has accumulated a total of 302 “hits”, all connecting firearms to crimes or linking crime scenes</li> </ul>
<p><b>Progress in learning and training initiatives</b></p>	<ul style="list-style-type: none"> <li>• The Canadian Police College (CPC) launched the new Executive Development in Policing program to over 20 high-potential Canadian and international police executives</li> <li>• The CPC delivered two updated Senior Police Administration Courses off-site in western Canada</li> <li>• The CPC added three new courses to its curriculum:             <ul style="list-style-type: none"> <li>▶ Internet Child Exploitation Investigation</li> <li>▶ Advanced Internet Child Exploitation Investigation</li> <li>▶ Financial Investigation</li> </ul> </li> <li>• Results obtained from the CPC’s post-course satisfaction survey remained above 4 (“very satisfied”) on a 5-point quality scale. On average, over 6,000 surveys are sent per year</li> </ul>

### **Planned Improvements**

The successful resolution of criminal investigations and eventual prosecution or exoneration of individuals is contingent on the availability and quality of investigational support services provided by NPS programs. Growing expectations and increased demands for service from both the law enforcement and public sectors have increased the need for continuous improvement within NPS programs. Throughout 2006-2007, the RCMP will continue to demonstrate leadership in the development and delivery of operational support services that address these changing demands for service.

Efforts will concentrate on continuous improvement in response times for forensic analysis and identification, implementation of business continuity plans, replacement and maintenance of secure systems, and establishment of increased functionality and interoperability of systems and infrastructures. These and other initiatives have been designed to ensure critical support services remain relevant, affordable and responsive to current and anticipated needs.

NPS already plays a key role in the response to violent crime through initiatives such as the ViCLAS and the National Sex Offender Registry. Similarly, the National Child Exploitation Coordination Centre (NCECC) is leading a coordinated law enforcement effort to deal with Internet-facilitated child sexual exploitation, child luring and sex tourism issues. Efforts will be concentrated in 2006-2007 on the expansion of the Child Exploitation Tracking System (CETS) to other jurisdictions.

NPS will also focus in the coming year on fulfilling its mandate relative to government security policy and the protection of secure information systems. NPS continues to have a significant role in the development of information systems required to collect, collate and analyze data concerning criminals and criminal activity including the development of standards for identification, sharing of criminal intelligence, proper screening of information, and the provision of a single window access point.

In 2006-2007, NPS will continue many existing initiatives, which, by their nature, require several years to complete. Promotion of interoperability,

## **Performance Results for Strategic Plans and Priorities**

development of a closer relationship with frontline operations, and horizontality and integration of services are key drivers for this year. This vision will be operationalized through implementation of the NPS Balanced Scorecard, which defines the objectives and measures by which program performance can be evaluated.

### **Planned Improvements**

#### **Leading-edge policing and security technology**

The NCECC will also actively promote the expansion of the Child Exploitation Tracking System (CETS) in 2006-2007 by raising the level of awareness of how the system can assist investigators. A new version of CETS which incorporates feedback from users will be deployed in Canada in September 2006. The NCECC also plans to establish undercover capacity in the Integrated Child Exploitation (ICE) units across Canada.

A number of initiatives to ensure the security, safety and integrity of sites, persons and systems will be undertaken in 2006-2007. The Canadian Cryptographic Modernization Program (CCMP) will modernize Canada's use of cryptography to efficiently protect and safeguard classified information. This new technology will maintain Canada's ability to establish secure communications domestically with international partners and wherever Canadian military personnel are deployed. Replacement of the Corporate Security Amalgamated Systems (CSAS) and the Closed Circuit Video Equipment Systems (CCVE) will enable the RCMP to fulfill its mandate to protect designated persons and sites.

#### **Comprehensive, real-time intelligence and threat assessments**

To further enhance the collection of comprehensive criminal intelligence, CISC will link the national Automated Criminal Intelligence Information System (ACIIS) National and Sûreté du Québec databases. The connection is anticipated to become operational in September 2006, marking the first time Canada's intelligence community will be electronically linked from coast to coast with one national database.

#### **Increased efficiency and effectiveness of policing**

In 2006-2007, the Forensic Laboratory Services will refine its service delivery to reduce response times for all routine cases, most notably in the area of DNA analysis. Performance metrics and performance monitoring will be undertaken to assess program performance. The implementation of performance metrics for all staff will enable better caseload management.

The continued reduction of the fingerprint/criminal records backlogs will remain a key priority for 2006-2007. Temporary resources hired to reduce the backlog will be retained on staff and processes will continually be improved in order to eliminate the backlog within the shortest time frame possible.

Other efforts to increase police efficiency and effectiveness include the ongoing implementation of the Real Time Identification (RTID) system. The pilot of the new Automated Fingerprint Identification System (AFIS) is scheduled for September 2006 when two private fingerprinting companies will begin submitting electronic civil clearance requests.

An integrated response to firearms-related crime will support efforts to reduce firearms-related violence. The alignment of the Canadian Integrated Ballistics Identification Network (CIBIN), the Firearms Reference Table (FRT) and the National Weapons Enforcement Support Team (NWEST) will create the Firearms Support Services program as a single source of firearms-related investigational support.

In 2006-2007, the RCMP will continue to focus on organizational Business Continuity Plans. Recent events ranging from prolonged power outages in Ontario and Quebec in the summer of 2004, to the widespread effects of hurricane Katrina in 2005, have highlighted the critical importance of effective strategies to maintain essential services and to respond to exceptional circumstances. Business continuity planning will include provision for hands-on guidance to clients, training and development of table-top exercises.

## **Our Strategic Priorities**

---

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

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

The interconnected nature of policing activities and the multiplicity of issues officers face as they perform their daily duties make reporting against a central list of priorities challenging. Recognizing, and by no means wishing to oversimplify, the work done by our frontline workers what follows is a direct performance account of the priorities identified in our 2005-2006 Report on Plans and Priorities.

---



## Strategic Priority: Service to Aboriginal Communities

**... contributing to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach**

### What Makes This A Priority

- RCMP delivers service to close to 600 Aboriginal communities including over 120 First Nations communities and 83 Community Tripartite Agreements
- Ongoing Government focus on Aboriginal affairs: long-term development, specific quality of life indicators and accountability report card
- A statistical profile of Aboriginal communities that continues to rank them closer to poor countries than rest of Canadian population on key social indicators (i.e., health, life expectancy, disposable income, education)
- While Aboriginal population represents a small proportion of the Canadian population as whole, it constitutes significant proportions in some provinces and territories [i.e., in Nunavut, Inuit represent 85% of territory's total population; 51% of Northwest Territories, almost 1/4 (23%) of Yukon, and about 14% of Manitoba and Saskatchewan's populations]
- Aboriginal population is younger and growing more quickly than non-Aboriginal; children under 14 represent 1/3 of Aboriginal population – far higher than 19% of Canadian population; Aboriginal youth – key vulnerable population
- Aboriginal children currently under age 15 will be entering workforce within next 10 to 15 years – in Manitoba and Saskatchewan, these young people may account for 1/4 of new workplace entrants
- Aboriginal unemployment rate continues to be higher than rest of Canadian population; Aboriginal youth (ages 15-24) – twice as likely to be unemployed; part of increasingly diverse homeless population
- Aboriginal people disproportionately impacted by criminal justice system – account for approximately 18% of federally-incarcerated population, yet represent only 3% of Canada's population – this has increased by 9% in the last 20 years; more likely than average Canadian offender to be incarcerated for violent crimes
- Aboriginal baby boom – many Aboriginal youth are being recruited by organized crime groups and Aboriginal-based gangs – profound effect on gang activity and incarceration rates; and other important social implications

*(Sources: RCMP Environmental Scan, 2004; Canada's Performance, 2004; CISC Annual Report on Organized Crime in Canada 2004; October 2004 Speech from the Throne; RCMP policy centres)*

### Key Partners

Aboriginal partners (e.g., non-governmental organizations), such as Assembly of First Nations, Métis National Council, Inuit Tapirit Kanatami, Congress of Aboriginal People, Native Women's Association of Canada; federal departments, such as Privy Council Office, Indian and Northern Affairs Canada, Health Canada, Justice Canada, Human Resources and Skills Development Canada; and, provincial/territorial government/ministries, as required.

### PAA: Activity of primary responsibility

- 3 – Community, Contract and Aboriginal Policing

### Strategic Outcome

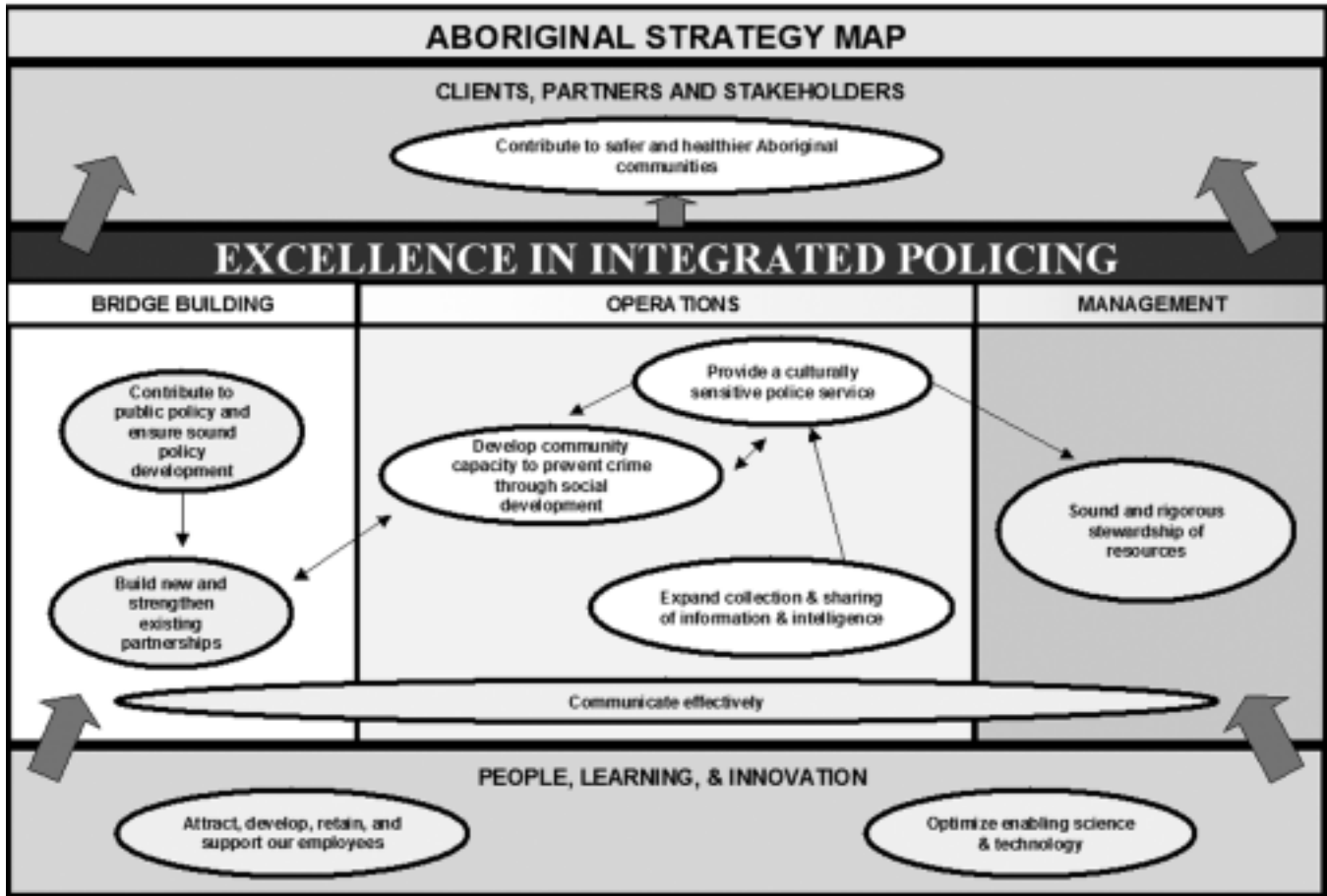
- Contribute to safer and healthier Aboriginal communities
- Contribute to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach

### Plans and Priorities

- Provide a culturally sensitive policing service
- Develop community capacity to prevent crime through social development
- Contribute to public policy and ensure sound policy development
- Build new and strengthen existing partnerships
- Communicate effectively to internal/external partners and stakeholders



## Performance Results for Strategic Plans and Priorities



- Build capacity in terms of expertise and resources, while supporting employees

### Progress towards achieving Strategic Outcome

Most Aboriginal survey respondents (self-identified) agreed the RCMP plays a valuable role in safer and healthier Aboriginal communities according to recent survey results. Seventy five percent of survey respondents (who self-identified as Aboriginal) agreed the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities (see Table 5).

The RCMP continues to work in collaboration with Aboriginal communities, stakeholders and partners to develop initiatives, programs, strategies and

processes that contribute to and enhance the health and safety of Aboriginal communities.

In 2005-2006, 544 Aboriginal communities across Canada were involved in implementing community plans to address the number one issue/offence within that community. The community planning process provides insight into Aboriginal Policing across Canada, by providing a medium for reporting the successes and challenges that result from the RCMP's continued efforts to contribute to the health and safety of Aboriginal communities, and by identifying key factors that must be addressed in a holistic manner if improvement and sustainability are to occur (see Table 6).

**Table 5: Progress Towards Safer and Healthier Aboriginal Communities**

Measure	Result
Agreement the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities (self-identified Aboriginal respondents)	2005 – 76% 2006 – 75%

**Table 6: Progress Towards Aboriginal community Plans**

Measure	Result
% of community plans implemented within Aboriginal communities	90%

## Performance Results for Strategic Plans and Priorities

### Intermediate Outcomes

- Provision of culturally sensitive policing services
- Effective use of Provincial Policing Service and Community Tripartite Agreements
- Demonstrated value for service provided to Aboriginal communities
- New and strengthened partnerships

### Progress towards achieving Intermediate Outcomes

#### Provision of culturally sensitive policing services

In 2005-2006 the RCMP exceeded its expectation to train 411 members in Aboriginal/Inuit Perceptions Training by training 617 members. The RCMP signed a protocol with the Association of First Nations recognizing Aboriginal consultation in investigations involving Aboriginal people (see Table 7).

#### Effective use of Provincial Policing Service and Community Tripartite Agreements (CTA)

The RCMP increased its CTAs from 80 agreements in 115 First Nation communities to 83 in 123 First Nation communities. Additionally, the RCMP's National Aboriginal Policing Services have been used as a resource to provide a cultural perspective in Aboriginal disputes. For example, their input was sought on the Sled Dog issue, in order to ensure a respectful approach to resolving this long-standing Inuit concern (see Table 8).

#### Demonstrated value for service provided to Aboriginal communities

Most Aboriginal respondents feel that the RCMP provides high quality service. Aboriginal community leader respondents (in Contract Divisions) showed an increase in their agreement with the statement from the previous reporting period (see Table 9).

**Table 7: Number of RCMP Members Trained in A/IPT**

Measure	Result
Number of RCMP members trained in A/IPT (Target 411)	617

**Table 8: Community Tripartite Agreements**

Measure	Result
Increase number of Community Tripartite Agreements	Increase from 80/115 to 83/123 in First Nations Communities

**Table 9: Service to Aboriginal Community**

Measure	Result
Agreement that overall, the RCMP provides high quality service (self-identified Aboriginal respondents)	2005 – 81% 2006 – 83%
Agreement that overall, the RCMP provides high quality service (Aboriginal community leader respondents in Contract Divisions)	2005 – 53% 2006 – 63%

### New and strengthened partnerships

Relationship building is an essential component of the community planning process. Findings indicated that the RCMP needs to continue to work on partnership development at all levels to support Aboriginal communities. At the national level, relationships are being fostered with the Inuit Tapiriit Kanatami (ITK), Assembly of First Nations (AFN), Native Women's Association of Canada (NWAC), Métis National Council (MNC) and the Congress of Aboriginal Peoples (CAP). In addition, partnerships with Aboriginal organizations at the provincial and territorial levels continue to be developed by all Divisions across Canada.

#### Canadian Police College

The Canadian Police College (CPC) has established a partnership with the Association of First Nations Chiefs of Police (AFNCP), Public Safety and Emergency Preparedness Canada (PSEPC), and the Ontario Provincial Police (OPP) to create a Professional Development Centre for Aboriginal Policing at the CPC.

The Professional Development Centre for Aboriginal Policing has worked with the AFNCP to identify a First Nations police officer who is willing to join this program at the CPC and to obtain funding for the program from PSEPC, which is forthcoming. The RCMP and OPP have also committed human resources. This Centre delivers a curriculum based on improving Canadian Aboriginal police competencies and cultural sensitivity among Aboriginal communities served by police. The next training course is expected to be delivered at a First Nations location before the end of the current fiscal year.

## Performance Results for Strategic Plans and Priorities

### Immediate Outcomes

- Improved structure within Aboriginal Policing Services by building capacity and supporting employees
- Developed community capacity to prevent crime through social development

### Progress towards achieving Immediate Outcomes

#### Improved structure within Aboriginal Policing Services by building capacity and supporting employees.

For 2006-2007, five additional resources including a Director General within NAPS are to be realized and a long-term funding strategy to ensure the sustainability of this unit is being pursued. Capacity has also been enhanced through secondments, both internally and externally (from PSEPC and Health Canada).

### Developed community capacity to prevent crime through social development

Aboriginal community plans were instrumental in raising the level of local involvement in the planning process and in identifying key risk and protective factors that communities may need to focus on to address root causes of crime. Through this process, Aboriginal communities identified drugs, alcohol and substance abuse as the number one issue affecting their communities. Community programs which enhance capacity include the Aboriginal Youth Training Program, Band and Community Constables, and the Cadet Corps Program to provide opportunities for role models, and youth, as well as prevention programs geared towards substance abuse and suicide prevention (see Table 10).

**Table 10: Progress Towards Preventing Crime Through Social Development**

Key Performance indicator	Key Performance Results
Percentage change in crime rate/negative social issue in each Aboriginal community	53% of Aboriginal community plans indicated their key offence/issue had decreased by 3%.
Client satisfaction rating in provision of culturally sensitive service	<p>Most Canadians feel the RCMP is sensitive to the needs of different cultures and groups as seen in survey results.</p> <p style="text-align: center;">2003 – 77% 2006 – 84%</p> <p>For the same question, Aboriginal respondents (self-identified) also indicated an improvement in the RCMP's cultural sensitivity.</p> <p style="text-align: center;">2003 – 59% 2006 – 72%</p>
Stakeholder, partner and citizen perception as to whether RCMP is a valued partner in contributing to safer and healthier Aboriginal communities	<p>Many of our partners and stakeholders feel the RCMP is a valued partner in contributing to safer and healthier Aboriginal communities.</p> <p style="text-align: center;">Policing Partners 2004 – 67% 2005 – 70% 2006 – 74%</p> <p style="text-align: center;">Stakeholders 2004 – 73% 2005 – 73% 2006 – 72%</p> <p style="text-align: center;">Clients of Contract Policing 2004 – 54% 2005 – 52% 2006 – 59%</p>

## **Performance Results for Strategic Plans and Priorities**

### **Lessons Learned**

#### **Demographics –**

Several key trends continue with respect to Canada's Aboriginal population – the growth demographic of the youth population, their status on key social indicators (i.e., health, education and income), as well as the difficult socio-economic environments in many First Nations communities.

In examining Aboriginal youth, other key factors come into play including the rising youth population and their increased "urbanization". Without family or social structures to support and guide them as they move into urban centres, this can exacerbate their vulnerability (e.g., evidence of increased use of food banks and shelters), both in terms of victimization and in becoming targets for gang recruiters – this is also a disturbing trend.

This has implications for our Aboriginal and youth priorities, as well as our Human Resources. In the context of our plans and priorities, it also serves to reaffirm the need for early intervention and community involvement in the development of plans and priorities.

#### **Partnerships –**

Several of our programs depend on partnership support, including funding. Strategies are in progress to sustain programs; we are continuing to actively consider other funding opportunities as part of the Government's Employment Equity program and through horizontal partnerships.

#### **Recruitment –**

A rigorous recruitment strategy for Aboriginal people is necessary to ensure a police service more representative of the Aboriginal population. This presents several challenges. Police services in Aboriginal communities are required to react to and address crisis situations regularly, which makes recruitment more difficult. The RCMP polices rural, isolated and Northern Aboriginal communities that rely on police agencies extensively due to a lack of key community services. The implications are such that police officers working in these communities require unique and diverse skill sets.

### **Action taken to address challenges**

#### **Demographics**

The RCMP will endeavour to engage Aboriginal youth on and off reserves. The RCMP will also enhance relationships with other police services, partners and stakeholders, to ensure early intervention with culturally sensitive approaches. Such approaches may include the promotion of crime prevention and reduction activities geared towards reducing the impact of guns and gangs, and child exploitation. Police visibility in schools will also be increased. Finally, RCMP members will serve as role models and preventive resources.

#### **Partnerships**

The RCMP Aboriginal Strategic Priority Working Group, at the national level, will engage external partners to share common objectives. The RCMP will also enhance ongoing partnerships with the Office of the Federal Interlocutor on Metis Harvesting Rights to coordinate a multi-sectoral approach to awareness and understanding of this issue. Secondments from and to other government departments will broaden the knowledge and policy expertise within Aboriginal Policing. Ongoing consultation and engagement at the national level with various Aboriginal organizations including Assembly of First Nations, ITK, will ensure a similar level of dialogue at the provincial/territorial level.

#### **Recruitment**

- **RCMP Aboriginal Employee Council (RAEC)**

In 2005-2006, the RCMP Aboriginal Employee Council (RAEC) was established and two meetings were held that included representatives from all RCMP Divisions and National Headquarters. The mandate of RAEC is to encourage a climate within the RCMP that ensures Aboriginal employees reach their full potential and participate in all levels of decision making, and to provide advice to all levels of management on issues related to Aboriginal employees, which will in turn affect services to Aboriginal communities.

The RAEC strives to increase awareness of Aboriginal cultures, languages and values and demonstrates how this diversity is of value to the organization and its membership. It will develop national strategies to address issues that impact Aboriginal employees/applicants, and will provide a formal network where Aboriginal employees can share their work experience to identify systemic or structural issues affecting their employment.

## ***Performance Results for Strategic Plans and Priorities***

- **Recruitment and Representation of Aboriginals in the RCMP**

The RCMP has established Aboriginal recruiting targets to ensure that this group is well represented within the RCMP and available to police Aboriginal communities. We are also ensuring that Aboriginal members are part of the recruiting effort. Of all the applicants recruited and enrolled in 2005-2006, 7.1% of them were Aboriginal.

Aboriginals are well represented among all three categories of employees in the RCMP (regular member, civilian member and public service employees). Overall, Aboriginals represent 7.5% of regular members as of November 2005 (compared to an availability estimate of 6.1%). Representation is also good among middle managers. While representation is lower among senior managers, goals have been established to address this as part of the RCMP's Employment Equity Plan. Efforts are being made to ensure equitable Aboriginal participation in the Full Potential Program (FPP) which provides training for potential future leaders.

- **Aboriginal Youth Training Program**

The Aboriginal Youth Training Program (AYTP) provides First Nation, Inuit and Metis youth between the ages of 18 and 29 with the opportunity to gain "hands on" experience working as a sworn police officer with RCMP members. Participants spend the first two weeks at the RCMP training academy in Regina, Saskatchewan (Depot) and the remaining 15 weeks at an RCMP or First Nations Police Service in or near the candidate's home community. In 2005-2006, 32 Aboriginals participated in the program and 25 expressed an interest in future employment with the RCMP.

### **Planned Improvements**

The planned improvements to ensure accountability and facilitate reporting requirements will be achieved through the introduction of the Detachment Performance Plan (DPP) starting in September 2006. For the 2005-2006 fiscal year, 53% of the Aboriginal communities that provided year-end reports indicated they had achieved their target of 3% reduction in their chosen offence/issue. A total of 22% of those respondents were able to compare their results to an established baseline of occurrences.

The DPP is a joint consultative process that incorporates a localized environment scan, community consultation and risk assessment in determining community policing priorities. In addition, a database will provide accessible nationwide intelligence generated from the DPP that can be shared with partners and stakeholders, as appropriate. Finally, the DPP will ensure alignment towards priorities from a national, divisional and local perspective and demonstrates our commitment to action as outlined in the departmental response section of the November 2005 Auditor General's Report: Royal Canadian Mounted Police – Contract Policing (see Table 16 on page 102 for more information on the Contract Policing audit recommendations).

## Strategic Priority: International Policing

**... providing effective support of international operations/initiatives by using modern management and assessment practices; ensuring that the services provided meet the needs of our domestic and international clients and partners; and, contributing to the common priorities of combating organized crime and terrorism**

### What Makes This A Priority

- Government public safety and security priorities; A Role of Pride and Influence in the World including raising Canada's international profile; commitment to build on success of Smart Border initiative, as well as partnership with US
- Although trend data is unavailable, 43% of Canadians, 53% of Americans and 71% of Mexicans thought their country was less safe than it was 10 years ago
- Only 22% thought their country was safer than it was 10 years ago; 57% – less safe
- 43% of Canadians believed international security was poor; 18% rated it as good; 38% of Americans and 34% of Mexicans believed international security was poor; 24 and 29% respectively viewed it as good
- Canada's "new" relationship with US – prosperity and security closely linked; sharing of longest undefended border in world, with nearly \$1.8B in goods and services and 300,000 people crossing daily
- National/international security concerns continue – global community; partnerships; integration and intelligence-led policing; need for international intelligence in support of operations
- 80% of major investigations have an international component
- Enhanced reputation of Canada's Role in World: international peace-builder with credibility and influence; more strategic approach to foreign policy and relationship management
- Ongoing requests for assistance from developing nations to provide advice and assistance on conflict resolution, human rights and democratization – reputation, professionalism and credibility of RCMP on international front – "police force of choice"

*(Sources: Canada's Performance, 2004; RCMP Environmental Scan, 2004; October 2004 Speech from the Throne; 2003 Voice of the People poll – Gallup International; RCMP reports and policy centres)*

### Key Partners

Public Safety and Emergency Preparedness Canada (PSEPC); Foreign Affairs Canada (FAC); Canadian International Development Agency (CIDA); Department of National Defence (DND); United Nations (UN); the Organization for Security and Cooperation in Europe (OSCE); the Commonwealth Police Development Task Force (CPDTF); the Organization of American States (OAS); participating Canadian law enforcement agencies

### PAA: Activity of primary responsibility

- 1 – Federal and International Operations
- 2 – Protective Policing Services

### Strategic Outcome

- Effective support of international operations/initiatives
- Use modern management and assessment practices to ensure service provision meets the needs of our domestic and international clients and partners; contribute to the common priorities of combating organized crime and terrorism

### Plans and Priorities

- Support Government foreign policy objectives and international policing operations/activities in Canada and abroad
- Build new and strengthen existing partnerships, both in Canada and internationally

## Performance Results for Strategic Plans and Priorities



- Strategically allocate and effectively use services – based on sound intelligence/information
- Be intelligence-led – implement decisions based on critical analysis of information
- Strategically build partnership capacity – promote Canadian model of justice by building capacity of global partners
- Contribute to public policy – seek more effective participation in and contribution to informed decision making in public policy regarding international issues
- Market and promote services – ensure that RCMP employees and relevant national and international communities are aware of the benefits, advantages and capacity of international policing services
- Secure the health and safety of employees abroad
- Communicate effectively to external/internal audience

### Progress towards achieving Strategic Outcome

The RCMP measures success in this area by surveying our Canadian policing partners and asking them if they are satisfied with the RCMP's support of international operations. For each year between 2003 and 2006, most of our policing partners agreed that they were satisfied with the RCMP's support (see Table 11).

A key measure for us is our use of modern management and assessment practices to ensure service provision meets the needs of our domestic and international clients and partners and to contribute to the common priorities of combating organized crime and terrorism. National Training for RCMP Protective Policing has been approached by the Australian Police Forces who are in the process of developing a protective policing program seeking our best practices and guidance in developing a similar program in Australia.

**Table 11: RCMP Support of International Operations**

Measure	Result
% of Policing Partners satisfied with RCMP support of international operations	2005 – 81% 2006 – 67%

## **Performance Results for Strategic Plans and Priorities**

In addition, as a member of the Canada-US Firearms Trafficking Consultative Group, NWEST support international efforts and initiatives through its involvement with Interpol's Integrated Weapons Enforcement Team (IWET) program; as the author of Canada's contribution to the G8 Threat Assessment report on "The illegal international trafficking of firearms for criminal activities"; involvement with the United Nations in negotiating the international instrument for timely and reliable identification and tracing of illicit small arms and light weapons; and as a participant in the Canada-US cross border crime forum.

The RCMP and Interpol entered into a DNA Information Sharing Agreement on April 25, 2002. To date, the National DNA Data Bank (NDDDB) has sent out 65 international search requests and has received approximately 170 requests. The NDDDB is engaged with the G8 Law Enforcement Projects Sub-Group, providing technical expertise in support of efforts to simplify the future sharing of DNA information with international law enforcement.

The Canadian Criminal Records Identification Services (CCRIS) contributes to international policing through a national information exchange system with international law enforcement agencies on matters such as criminal records and fingerprints. Over the past year, CCRIS has committed resources to international policing missions.

In 2005-2006, the CCRIS International Exchange Section responded to 1,325 requests from foreign agencies, opened 17,798 refugee files, identified 2,387 refugees as having an existing FPS number (i.e., criminal history file), and exchanged information pertaining to refugees with the FBI and other immigration agencies on 3,000 occasions.

CCRIS and Forensic Identification Services are members of the International Information Consortium (Great Britain, US, Australia and Canada), whose mission is to advance the exchange of Biometric and Criminal Record Data.

### **Intermediate Outcomes**

- Enhanced information/intelligence exchange
- Improved evidence collection abroad
- Long-term partnerships
- Support of Government priorities
- Improved intelligence collection

### **Progress towards achieving Intermediate Outcomes**

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

The CPC is engaged in several international partnerships including a "visiting scholar" arrangement with the Australian Institute of Police Management (AIPM). Under this arrangement, one senior Canadian police officer spent a work term in 2005-2006 at AIPM while two Australians worked at the CPC.

A final example of our progress towards achieving this outcome is the Canadian Air Carrier Protective Program's continued use of the Threat Matrix in determining strategic deployments, which has proven effective at improving the program's ability to reduce terrorist threats to the aviation industry.

### **Immediate Outcomes**

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

### **Progress towards achieving Immediate Outcomes**

The Australia Federal Police (AFP) remains interested in pursuing an enhanced relationship with the RCMP. The new Director of International Operations for the AFP was recently selected and discussions are ongoing between the AFP and the RCMP regarding the leveraging of our respective resources abroad. One option currently being explored is the opening of a joint office in Guangzhou, China with the AFP and the Serious Organized Crime Agency (SOCA) of the UK.

Protective Policing has applied community-based policing concepts such as partnership, consultation and open communication to enhance our relationships, which allows us to better balance and assess our clients' security needs.

Our focus on integrated policing continues to pay dividends; specifically, updated intelligence from a variety of sources, operational tactics and best practices allow us to ensure potential risks of attack on diplomatic missions are minimized.



## Performance Results for Strategic Plans and Priorities

**Table 12: RCMP Air Carrier Protective Program**

Measure	Result
Increase new international Partnerships	Increased by 200%
Increase trans-border partnerships	Increased by 88%

The RCMP participated in a security liaison capacity at several international major events during 2005-2006 including: the 2005 Universiade Summer Games in Turkey; the Summit of the Americas in Argentina; the 2005 Jeux de la Francophonie in Niger; the 2006 Olympic and Paralympic Winter Games in Italy; and the 2006 Commonwealth Games in Australia.

The RCMP Canadian Air Carrier Protective Program is regularly consulted on a range of issues pertaining to aviation security including bilateral discussions with other government agencies as well as consultation with US authorities on the US watch list system.

The RCMP Canadian Air Carrier Protective Program has been invited to partake in aviation security conferences worldwide and is providing training and advice to several countries developing in-flight security officer programs (see Table 12).

Recently the CACPP met with the United States Federal Air Marshals to discuss a joint proposal relating to mandatory deployments. The CACPP meets regularly with Transport Canada and Foreign Affairs Canada to discuss In Flight Security Officer issues and regulations and changes proposed by the International Civil Aviation Organization.

**Table 13: RCMP Air Carrier Protective Program**

Key Performance indicator	Key Performance Results
Number of international requests for investigative assistance received by Interpol; % supported	7,438 files were opened in 2005, resulting from approximately 26,000 messages received. Most requests were supported, except for those which were not within the Interpol mandate (i.e., civil or non-criminal matters)
Number of urgent (domestic and international) requests for assistance received by Interpol; % actioned within 24 hours	Interpol supervisors verify the incoming requests on a daily basis, assess the priority and assign to personnel to ensure that all requests are actioned.
Number of requests from Canadian law enforcement and government agencies to foreign countries for investigative support; % supported	PROS cannot reliably search this statistic. However, in October 2005, Interpol instituted a local code system when creating occurrences to search in PROS.  For example, from October 2005 to March 2006, the Department of Justice (DOJ) made 150 requests to Interpol; the Toronto Police Service (TPS) made 85, the Service de police de la Ville de Montréal (SPVM) made 35 and the Vancouver Police Service (VPS) made 10.
Client satisfaction ratings	Client satisfaction ratings – Most Canadian policing partners were satisfied with support of international operations  Target for this time period: 75% Achieved for this time period: 67%  RCMP Protective Policing clients (71% of which are foreign missions, diplomats and agencies) evaluated their overall satisfaction with our services at a level of:  87.5%

## **Performance Results for Strategic Plans and Priorities**

The RCMP Canadian Air Carrier Protective Program continues to strengthen its partnerships with trans-border and international Air Marshall partners. Protocols and standard operating guidelines were developed with various trans-border and international partners relating to the deployment of Aircraft Protective Officers (APOs).

In terms of training provided to international police officers, the CPC trained approximately 100 international police officers during 2005-2006 on courses such as Senior Police Administration, Major Crime Investigation, Explosives and Cybercrime.

Participation on these courses by international police officers improved the integration of policing across national borders, enhanced the opinion of Canadian policing by international partners, and was used by RCMP liaison officers to strengthen their local partnerships.

### **Lessons Learned**

#### **South Asia –**

At this time, it is difficult to determine what role we will play in the longer term in rebuilding South Asia. However, this global situation will likely impact on our plans and priorities for International Policing – not only in the capacity of nation-building, but in ensuring the immediate safety and security of people in this region.

We will continue to work closely with our partner agencies and departments to collectively consider best approaches in support of South Asia.

#### **Evolution of International Policing –**

Our role in international policing continues to evolve – events such as the situation in South Asia may mean that “nation building” takes on new connotations; in particular, until the Canada Corps is firmly established.

This has implications for our recruitment and training. As in our other priorities, the role of the frontline responder in international policing is extensive, requiring a broad, yet specialized skill set. Our members on missions serve multiple functions – emergency response, crisis intervention, social work, health care intervention, negotiation and facilitation, as examples among many.

At the same time, national and international investigations are becoming longer, more complex and resource intensive. Without due diligence, the high profile nature of these investigations can negatively

impact on our organization and the Government. These factors not only affect other operations (as resources are redeployed to higher priorities), they speak to a need for more robust protocols, processes and procedures that better enable these investigations – many of these are now under development. And, given the challenge of providing excellent service with finite funding, we will continue to explore opportunities to leverage partnerships in shared plans and priorities.

### **Action taken to address challenges**

**South Asia:** The RCMP is currently examining placing an officer in Indonesia to work with and train police from this region, in counter-terrorism. In addition, the RCMP is in ongoing discussions with the Australia Federal Police (AFP) on how to leverage our resources in this area to garner intelligence in the area of counter-terrorism and organized crime.

**Evolution of International Policing:** The Canada Corps has been transferred from CIDA to Foreign Affairs Canada. At present, its role is not well defined. International Operations Branch (IOB) and International Policing (IP) are monitoring its ongoing development.

The RCMP will – through its Peacekeeping, Police Liaison Program, International Training, and the Critical Incident Program – play a vital role in responding to requests for investigations, peacekeeping and infrastructure re-building and training.

It is the RCMP's intention to focus advanced RCMP training for international police officers at the CPC. This would involve additional staff at the CPC who would be dedicated to this priority.

### **Planned Improvements**

The RCMP Canadian Air Carrier Protective Program is planning to host an International Air Marshall Conference in 2006 in Canada. It is anticipated that 30 countries will participate in the sharing of best practices throughout the four-day event. Work continues between the CACPP, Foreign Affairs Canada and Transport Canada to expand International Agreements for the deployment of Aircraft Protective Officers.

## Strategic Priority: Organized Crime

**... reducing the threat and impact of organized crime by disrupting, dismantling and preventing organized criminal groups, both domestically and internationally**

### What Makes This A Priority

- Government public safety and security priorities continue; strong national/international institutions and economy; Canada's Cities and Communities
  - Available data suggest current annual global revenues from illicit criminal activities include: \$100B to 300B from drug trafficking; toxic and other hazardous waste dumping; \$9B from automobile theft in the US and Europe; \$7B from alien smuggling; widely disparate figures (i.e., \$1-20B) for theft of intellectual property through pirated videos, software and other commodities
  - Global trade in pirated goods – estimated at \$450B USD (5-7% of total value of global trade)
  - Transnational; IT innovations facilitating intellectual property crime – ID theft – \$2B losses in US alone; 900% increase in volume of counterfeit notes passed over last decade
  - Drug trafficking = principal source of revenue for most organized crime groups; recognition that some of the profit derived from drug sales may eventually find its way to terrorist and other insurgent groups who are also involved directly/indirectly in drug trade
  - Direct and indirect links between production, distribution and use of controlled substances and other criminal activities
  - Detrimental consequences of drug abuse include physical, emotional, economic and social harms to both individual Canadians and Canadian society
  - Ripple effects felt – drug abuse costs OECD countries more than \$120B per year in enforcement, prosecutions, prisons, prevention, treatment, health care and financial losses
  - Marine ports as primary point of entry – smuggling of illicit drugs, tobacco, alcohol and firearms
  - More than 174M people “on the move” – more than double number 35 years ago; illegal movements increasingly significant – annual illegal entry estimated at 500,000 to US, Canada, Australia and New Zealand; 800,000 to 4M trafficked across international borders
- (Sources: RCMP Environmental Scan 2004; CISC Annual Report on Organized Crime in Canada, 2004; RCMP policy centres; October 2004 Speech from the Throne)*

### Key Partners

PSEPC; Canada Border Services Agency (CBSA); Transport Canada (TC); Canada Revenue Agency (CRA); Finance; Health Canada; Bank of Canada; Industry Canada; Canadian Heritage; Citizenship and Immigration Canada (CIC); FAC; DND; UNCIVPOL; US Immigration and Naturalization Services (USINS); Financial Transactions and Reports Analysis Centre of Canada (FINTRAC); FAMD; Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); private industry (e.g., Canadian Bankers Association, international airlines); municipal, provincial and territorial agencies responsible for health, education and corrections; Canadian and foreign law enforcement agencies

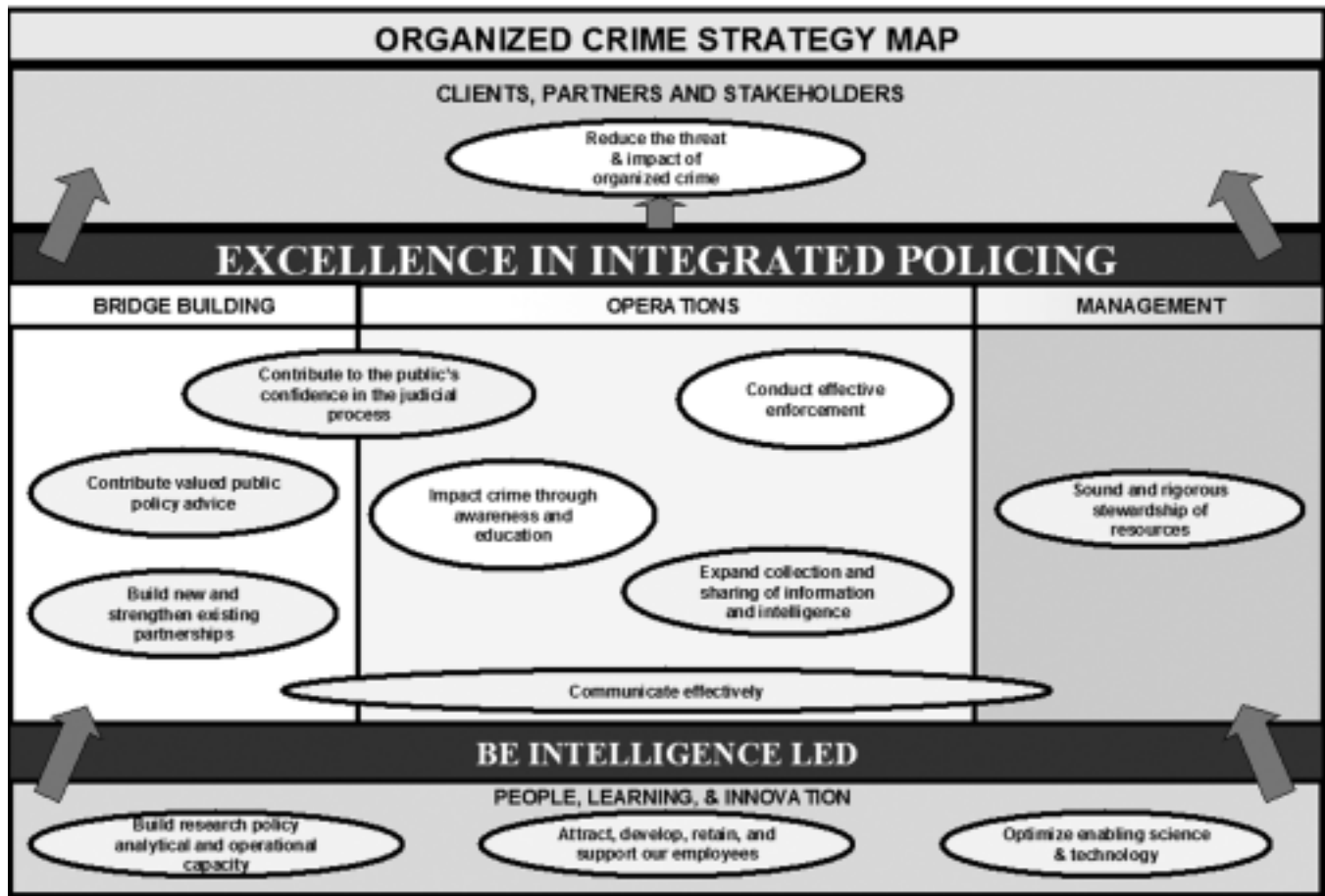
### PAA: Activity of primary responsibility

- 1 – Federal and International Operations
- 3 – Community, Contract and Aboriginal Policing
- 4 – Criminal Intelligence Operations
- 5 – Technical Policing Operations
- 7 – National Police Services

### Strategic Outcome

- Reduce the threat and impact of organized crime
- Disrupt, dismantle and prevent organized criminal groups that have an effect in Canada, both domestically and internationally

## Performance Results for Strategic Plans and Priorities



### Plans and Priorities

- Reduce the threat and impact of organized crime in Canada
- Reduce the supply of and demand for illicit drugs in Canada
- Create an environment of reduced drug supply where demand reduction efforts have a greater likelihood of success
- Contribute to the security of the Canadian economy and seek to protect Canadians and their governments from financial crimes
- Conduct effective investigations – enhance our capability and capacity to effectively conduct organized crime investigations
- Reduce demand and opportunity for crime and victimization through prevention and education
- Be intelligence-led – effective, intelligence-based priority setting and decision making
- Expand the collection and sharing of information and intelligence; facilitate greater contribution; develop new sources of information; and, collect data on new and emerging subject areas
- Build new and strengthen existing partnerships, both within Canada and internationally
- Contribute to public policy at earliest stage of development
- Enhance multi-disciplinary teams – promote integration of members from various operational programs to strengthen and enhance capacity to achieve operational priorities
- Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information
- Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP, Canadian and international police and partner agencies
- Conduct applied and theoretical research, contribute to the environmental scan, provide policy analysis development and advice; program design, policy and program monitoring and evaluation

## Performance Results for Strategic Plans and Priorities

- Communicate effectively – articulate internally and externally, the RCMP's role in reducing the threat and impact of organized crime
- Strengthen Canada's criminal intelligence community by supporting CISC's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada
- Support Canada's law enforcement community by participating in CISC's Integrated National Collection Plan and contributing to the production of the National Threat Assessment on organized and other serious crime affecting Canada

### Progress towards achieving Strategic Outcome

Using the DAT (Disruption Attributes Tool), Divisions provided HQ with a brief overview of organized crime group disruptions taking place in 2005-2006. DAT form submissions for 2005-2006 yielded the following measures regarding the RCMP's effort and success in disrupting organized crime groups in Canada (see Table 14).

We have identified those areas requiring improvement and are currently in the process of addressing these issues to ensure more accurate reporting in the second year (2006-2007).

The Canadian Criminal Records Identification Services (CCRIS) and Forensic Identification Services contribute to the Organized Crime initiative through its management of criminal record and fingerprint files and through the exchange of information with Canadian and International law enforcement agencies. Through the Backlog Elimination Project, CCRIS has been able to reduce the criminal record and fingerprint backlog by 333,000 files in 2005-2006.

Criminal Intelligence Service Canada (CISC) has produced integrated National and Provincial Threat Assessments on Organized and Serious Crime to enable senior law enforcement decision makers to develop proactive or preventative strategies and to allocate resources strategically. CISC has also published its first National Criminal Intelligence Estimate on Organized Crime in Canada, an overview of organized and serious crime threats in Canada, to enable informed decision making and development of preventative strategies by designated senior government officials at the municipal, provincial and federal levels.

A paper was presented by CISC on Strategic Early Warning Methodology at the International Association of Law Enforcement Intelligence Analysts (IALEIA) conference in May 2005. CISC's Strategic Early Warning System received IALEIA's 2005 Professional Service Award "for Innovation in Intelligence Analysis". As a result of CISC's strategic early warning development, CISC has launched a new product line of strategic early warning reports with the publication of Sentinel and WatchList. These two products assist investigators with developing proactive investigations as well as detection and prevention strategies.

### Intermediate Outcomes

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

### Progress towards achieving Intermediate Outcomes

#### Effective organized crime investigations, both domestically and internationally

We routinely review investigations that were subject to our internal Investigational Planning and Report Form reporting deficiencies, with the intention of sharing this information, promoting best practices, and improving the outcome of future investigations. In 2005-2006 we had the following results (see Table 15).

**Table 14: National Tactical Enforcement Priorities**

Measure	Result
% of targeted National Tactical Enforcement Priorities (NTEP) OC groups disrupted	75%
% of known "other" (i.e., non-NTEP) OC groups disrupted:	12%

**Table 15: Non-conviction Investigations**

Measure	Result
% of unsuccessful (non-conviction) investigations reviewed that were subject to reporting	100%

## Performance Results for Strategic Plans and Priorities

In terms of our progress in conducting effective organized crime investigations both domestically and internationally, the RCMP is increasingly engaging in integrated, multi-disciplinary Integrated Organized Crime Investigative Units (IOCIUs). Integrated policing involves working cohesively with external and internal partners. It includes the exchange of strategic and criminal intelligence, the sharing of tactical and operational knowledge, the planning of joint and individual actions, and communicating effectively with each other. The number of IOCIUs continues to expand where required.

At the international level, the Liaison Officers Program of the RCMP's International Policing Branch plays a critical role in the fight against organized crime. With officers based in strategic international locations, the program provides support and assistance to Canadian law enforcement agencies and key partners in government in the prevention and detection of offences against Canadian federal laws and liaises with foreign police agencies and related institutions.

Based on the Organized Crime Balanced Scorecard for 2005-2006, the following initiatives were undertaken to enhance the RCMP's ability to conduct effective investigations:

- **The National Witness Protection Coordinators (NWPC) Course** training standards (CTS) was completed. The pilot course was conducted in May 2006. Research is ongoing with National and Divisional Witness Protection Coordinators, subject matter experts, policy centre specialists in the development of presentations, lecture material, case studies, and scenarios and role plays, which will be utilized in the delivery of the National Witness Protection Course
- **Source Development Unit (SDU)** methodology was reviewed, the methodology was found to be effective and no modifications were required
- A total of three **Interception of Private Communications** courses were held in 2005-2006. The policy centre continues to develop a Part VI training package which is intended to be rolled out as an interactive online course through the Investigator's Toolbox

Organized Crime Branch's current initiative (2006-2007 FY) pertaining to this outcome includes the development of Source Handler Expertise at the Supervisor level, in order to ensure this unique aspect of investigations is successfully managed and that required policy and training is implemented accordingly.

### Greater awareness of the effects of organized crime through prevention and education

Drug and Organized Crime Awareness Service addresses these outcomes in their Balanced Score Card Initiatives 2006-2007. More specifically in 2006 we are focusing on gathering information to deliver awareness to the law enforcement community on the impact of organized crime on Canadians. This would lead the Drug and Organized Crime Awareness Service to then play a role in the education/awareness to all Canadians for prevention.

In 2005, Organized Crime Awareness Service partnered with the Department of Justice in a public opinion survey and focus groups. The survey told us that 62% of Canadians agree that organized crime is active in their community. In contrast only 23% of Canadians agree that they had been personally affected by organized crime. This identified that there is a need for education/awareness on organized crime.

During the summer 2005, PSEPC conducted focus groups where they found that participants identified the RCMP to be the most credible in terms of talking about organized crime. In 2006, Drug and Organized Crime Awareness Service will work in identifying what is the best mechanism to provide awareness to the public to combat organized crime.

The integrated Provincial Threat Assessments produced through the CISC network have contributed to more effective organized crime investigations, as they form the basis for intelligence-led enforcement action.

The CISC National Executive Committee has mandated CISC to develop and implement a National Intelligence Model for Canada, a business process in direct support of more effective organized crime targeting as well as strategy and policy development for the benefit of investigators and senior decision makers in municipal, provincial and federal law enforcement and government.

CISC has provided Canada's law enforcement community with significant updates to ACIIS, the only national criminal intelligence database available to all law enforcement agencies. CISC is also working with Canada's police community to develop a governance model for the future national criminal intelligence database.

CISC publishes the Annual Report on Organized Crime, the only public report in Canada aimed at increasing the general public's awareness of organized crime. In 2005, the format of this report was changed to include sections on the impact of organized crime on Canadian society.

## ***Performance Results for Strategic Plans and Priorities***

In 2005-2006, the CPC delivered over 120 courses to 3,200 police officers, which focused on advanced and specialized techniques for combating organized crime.

### **Immediate Outcomes**

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

### **Progress towards achieving Immediate Outcomes**

#### **Improved detection and targeting of organized crime offences and groups**

The RCMP operational response to organized crime is based on the intelligence-led and integrated policing framework. Being an intelligence-led organization means working collaboratively internally and with domestic and international partners to ensure the RCMP has the best possible information upon which to deploy resources against the highest threats.

The RCMP's Criminal Intelligence Directorate (CID) has developed an analytical tool, SLEIPNIR, to rank-order OC groups in terms of their relative capabilities, limitations and vulnerabilities. SLEIPNIR is one tool of many that trained intelligence analysts use to assess threat levels and make use of both qualitative and quantitative information. Quantitative measurement at the program unit level is also completed by investigators using the PROOF (Priority Rating of Operational Files) system – a tool used to determine priority ranking of operational files.

The Disruption Attributes Tool (DAT) clarifies the real impact and success of enforcement activities on organized crime groups. It provides a systematic method for reporting on OC disruptions.

The RCMP Technical Operations Program provides assistance to the investigative community to conduct efficient investigations. It provides technological tools and procedures to operational sections and maintains lawful access capabilities through research and development of equipment and technologies in support of law enforcement activities. It provides support to operations by conducting covert surveillance and technological investigative capacities. Technical Operations serves as the international point of contact for technological crime requests for assistance and it offers advice and assistance to accredited law enforcement agencies at the national and international level.

For many years, organized crime groups have engaged in activities which have resulted in significant harms to society. Although law enforcement agencies have revealed the harms of the illicit activities, they have been unable to quantify the impact in a given community. Recognizing this gap, the RCMP's most recent research endeavour focuses on attempting to identify and reduce the harms caused to society by targeting the most harmful criminal activities initiated by organized crime groups. It is anticipated that the RCMP will adopt a new tool, to be implemented as a guiding principal to targeting organized crime groups.

#### **Enhanced ability to investigate organized crime offences/groups**

The coordination, sharing and use of criminal intelligence are critical to our success in countering the growth, sophistication and interconnectedness of organized criminal groups. Through leadership and partnerships, Operations will develop and implement strategies and tactical plans to impact organized crime threats on a priority basis. Operations will also partner with Learning and Development to ensure that our employees are well prepared to deal with the complexity of offences associated with organized crime.

CISC has streamlined the collection requirements for the National Collection Plan, the integrated national document for collecting criminal information and intelligence on organized crime. This improvement has enhanced the collection of intelligence from Canada's law enforcement agencies. A further collection improvement planned for 2006 is the requirement for all law enforcement agencies to enter on ACIIS, with supporting documentation, all subjects and objects noted in CISC's integrated Provincial Threat Assessments. This information will assist in more effective detection and targeting of organized crime.

A new course on financial crime was introduced at the CPC and delivered successfully to police financial investigators. This will continue in future years. In addition, other courses were overhauled and updated by a new Research and Curriculum Design group at the CPC including the Tactical Criminal Intelligence course. A new course entitled "Organized Crime" is in development for delivery in 2006-2007 (see Table 16 on the next page).

## Performance Results for Strategic Plans and Priorities

**Table 16: Non-conviction Investigations**

Key Performance Indicator	Key Performance Results
% of identified organized crime groups disrupted	75% of identified groups disrupted
# of identified organized crime groups based on SLEIPNIR disrupted as a result of Proceeds of Crime investigations	6 groups were disrupted
% of investigations initiated as a result of intelligence threat/risk assessments	88% of investigations initiated as a result of intelligence threat/risk assessments
% of identified high risk market/corporate fraud cases investigated	100% of identified high risk market/corporate fraud cases investigated
# of clandestine labs & marihuana grow operations disrupted	28 clandestine labs seized, 395 marihuana grow operations disrupted

### Lessons Learned

**Balance** – Preserving the quality of investigations and upholding the rights and freedoms guaranteed under the *Charter* is essential. The need for carefully crafted guidelines and review/oversight mechanisms will continue to figure prominently in our intelligence-led policing efforts and investigations.

**Canada's Diamond Industry** – Canada is currently the third largest producer of diamonds in the world, with 15% of global production. Within two decades, it could become the largest, with the number of mines anticipated to increase from two to ten. This could provide new opportunities for infiltration by organized crime, as well as increased risk of other criminal activity. Industry expansion also raises capacity issues as more targeted law enforcement may be required in the longer term, which will further impact on our operations. We are continuing to proactively monitor this emerging industry.

**Cyber Crime** – Canada remains both a target and source of attacks due to its high connectivity rate. In 2003, it was the 5th overall target, with 5,000 attacks; the third target of commercial attacks; and, the first originator of attacks per capita.

Cyber-related crimes continue to challenge law enforcement. Innovations and advancements in telecommunications, computer and other technologies are constant. Threats are growing rapidly, in nature and the capacity for harm, and there is increasing

concern that terrorists could exploit vulnerabilities in information networks and infrastructures. Effective law enforcement response is evolving, with our success contingent on furthering our technical capability, flexibility, innovation and our partnership-driven approach.

**Identity Theft** – Identity theft continues as one of Canada's fastest growing crimes. Complaints received by the PhoneBusters National Call Centre are skyrocketing – in 2003, there were 15,020 phone reports of identity theft, with losses of \$21.5M; up from 8,187 victims and \$11.8M in 2002.

There is evidence of larger-scale frauds – increasingly elaborate fraud schemes and the theft of entire databases, with the Internet as the preferred technology of choice. As in other technology-related crimes, criminal groups are adept at exploring rapidly-changing technology, location and tactics to outpace law enforcement.

A proactive approach – including ongoing research and development, continuous skills upgrading and partnerships with the private sector – will be key in our efforts to combat identity theft.

**Counterfeiting** – Affordable and increasingly powerful technologies – such as scanners, laser printers and quality paper – have made counterfeiting affordable and accessible. The number of counterfeit currency bills passed to the public and seized nearly quadrupled between 2001 and 2004; Ontario and



## **Performance Results for Strategic Plans and Priorities**

Quebec were most affected, with 83% of all seized notes. In 2004 alone, over 552,000 counterfeit bills were passed to the public, compared to 1.4B genuine notes in circulation.

Newly designed bank notes (the Canadian Journey series) were introduced in 2004 – with enhanced security features to impede would-be counterfeiters. To thwart criminals, these features are intended to be difficult to copy, yet easy to verify. However, currency counterfeiting continues to be a concern to law enforcement and to the Bank of Canada.

To combat this type of criminal activity, a concerted strategy is being implemented on several fronts, which involves more aggressive law enforcement, proactive monitoring and involved partnerships with the Bank of Canada and the private sector to enhance an awareness of counterfeiting practices.

**Training and Recruitment**— The complexity and proliferation of offences associated with organized crime requires us to ensure that employees are well prepared.

Many intelligence agencies are working to bolster their collection and analytical capacity. The FBI, CIA and the United Kingdom's MI5 are undertaking aggressive agent and analyst recruiting strategies. The challenge: finding qualified analysts with the requisite language skills, security clearances and skill sets.

### **Action taken to address challenges**

#### **Balance**

The Federal and International Policy Centres have begun to implement an effective risk-based management review and quality assurance program. This program will surface the high-risk activities and will identify areas that will require both quality assurance and managerial reviews to ensure the internal quality of operational, administrative and financial responsibilities are met.

#### **Canada's Diamond Industry**

The RCMP Criminal Intelligence Directorate, "G" Division Diamond Protection Service (DPS) and the Forensic Laboratory Services (FLS) attended the annual Prospector's & Developer's Association of Canada (PDAC) conference, from March 5-8, 2006. RCMP attendance was again very well received. Through the use of printed materials and a computer presentation, the diamond program generated a great deal of discussion and inquiries. The continued

attendance at PDAC aided the Criminal Intelligence Directorate Diamond Initiative with its proactive approach by establishing new contacts and reinforcing existing ones within the industry.

Existing intelligence is being compiled with respect to the organized crime groups involved. Analytical services are currently being enlisted and link association charts will be created to illustrate key findings and identify intelligence gaps. Initial planning for the annual Diamond Coordinator's (DC) meeting has started. The meeting will include Criminal Intelligence Directorate, Forensic Lab Services, "G" Division Diamond Protection Services, and Diamond Coordinator's from the following Divisions: "K", "F", "D", "E", "C", "O", "A", Customs & Excise Policy Branch, Ontario Provincial Police and Vancouver Police Service.

#### **Cyber Crime**

In order to address the cyber crime challenges, RCMP Technological Crime Branch (TCB) has taken the following actions:

- 1) Identify and develop trends involving emergent technology and infrastructure
- 2) Enhance our investigative abilities (through ongoing specialized training)
- 3) Work with corporate and government partners to keep abreast of emerging issues, trends and activities involving technology in order to better protect Canada's infrastructure
- 4) Enhance partnerships with government and corporate partners through exchange of personnel
- 5) Increase cooperative efforts in conjunction with every level of law enforcement (PTF and international)
- 6) Develop capacity of highly specialized services for leveraging the Internet, conducting network search and seizure and exploitation of devices

Moreover, TCB provides key specialized RCMP sections with a low-attribution network for open-source collection of information using many types of communications protocols.

TCB also provides computer forensic assistance/ support to the RCMP as well as national and international law enforcement agencies. Some of our specialty teams are recognized as world leaders in their respective fields.

## **Performance Results for Strategic Plans and Priorities**

The Technological Crime Branch (TCB) continues to keep pace with ever changing and emerging technologies by developing and validating state of the art computer forensic tools and utilities. This enables us to provide the most comprehensive and effective technological support in both criminal and computer investigations led by the RCMP or our law enforcement partners.

TCB has the capacity to provide technical investigative services across Canada through Integrated Technological Crime Units (ITCU) located throughout the country.

TCB has achieved results that are currently being used in the prosecution of individuals implicated in terrorism, trafficking of images of sexually exploited children, drug trafficking, organized crime, to name a few. We have also developed globally unique solutions to exploit data from various technologies.

During the past year, TCB assisted in the analysis of malicious software code, specifically BotNets (i.e., robot networks). In 2005, an ITCU began an investigation in conjunction with international law enforcement partners into an 18,000 "bots" (computers) strong BotNet which was infecting government sites in both the US and the UK. First indications were that the BotNet was being controlled from an address within Canada. As this BotNet was being utilized against government sites, trained ITCU resources entered into an investigation on this incident that could have had critical infrastructure implications. The investigation led to several individuals located in Canada and to subsequent computer-related criminal charges against one individual.

The CPC expanded its cybercrime training section by adding four additional instructors and developing new courses in the prevention and detection of Internet-based child sexual exploitation. Courses related to the investigation of network security and other computer forensic applications will be enhanced to meet the growing demand for this type of training. The Canadian Association of Chiefs of Police endorsed the CPC as the standard for the training of computer crime investigators in Canada.

### **Counterfeiting**

Budget 2006 allocated \$9 million over two years to the RCMP for the implementation of the National Counterfeit Enforcement Strategy, which will see the placement of dedicated Integrated Counterfeit Enforcement Teams in three strategic locations: Toronto, Montreal and Vancouver. These teams will be mandated to investigate organized crime groups involved in the production or distribution of counterfeit

currency. The strategy also provides for dedicated regional counterfeit coordinators who will be mandated to liaise with local law enforcement and with the Bank of Canada in the development and delivery of public education and awareness programs.

The RCMP has also created the Counterfeit Analysis Project which proactively monitors and analyzes counterfeit activity and shares that intelligence with law enforcement agencies across Canada.

Within its Commercial Crime Sections and Proceeds of Crime Sections across Canada the RCMP has begun the delivery of Merchants-Community Partnership Against Financial Crime public awareness seminars. These seminars are delivered by summer students who have received training specific to counterfeit currency, payment cards, money laundering and identity theft. The seminars are directed at a variety of businesses and corporations.

### **Identity Theft**

Identity theft (identity fraud) has established itself as a significant criminal activity in Canada. Statistics, based on complaints received by the PhoneBusters National Call Centre, seem to have decreased slightly and levelled off for 2004 and 2005. A decrease appears likely for 2006 based on the first six months, but the number of reports may continue the 2004, 2005 trend.

This indicates that public awareness and education put forward by the private sector, consumer organizations, enforcement agencies and police may have stemmed the tide, however a significant number remain victimized.

There continues to be reports of theft of entire databases, potentially leading to the use of this stolen information to commit identity theft (identity fraud). The Internet continues to be the technology of choice where "Phishing" and "Pharming" sites continue to be utilized to deviously acquire personal information from victims.

The RCMP has undertaken a comprehensive identity fraud survey, designated Project Siphon, in order to collect and collate data from a variety of law enforcement and third party sources. The purpose of the survey is to capture relevant Canadian data.

In partnership with the University of Ottawa and other post-secondary institutions the RCMP has created and distributed a Student Guide to Identity Fraud. This guide is being used as a preventative and awareness publication. Work on a similar guide for Canadians is underway.

## ***Performance Results for Strategic Plans and Priorities***

Continuing this proactive approach – including ongoing research and development, continuous skills upgrading and partnerships with the private sector – will be key in efforts to combat identity theft (identity fraud). These efforts need to be supplemented and combined with an improved and greater investigative capability. Police and other agencies are unable to keep up with the demand for technical investigations.

### **Training and Recruitment**

The RCMP is implementing Competency Based Management to ensure its workforce possesses the knowledge, skill, ability and personal characteristics required to achieve its objectives. It has also introduced a human resources planning and development tool called “Bridging the Gap” that helps units to bridge gaps between current performance and peak performance. It sets priorities, confirms strengths and identifies gaps in skills, knowledge and abilities that could prevent a unit from achieving its goals. It then proposes a set of solutions that might include mentoring, new challenges, short-term assignments, or specific training.

In recruiting new employees, the RCMP is committed to strategically recruit, train and retain personnel with appropriate competencies to respond to the changing global environment and to support organized crime operations.

### **Planned Improvements**

#### **Planned improvements for Clandestine Labs**

The following is a list of planned improvements specifically focused on eradicating the increasing number of clandestine labs over the next few years:

- Continue to strengthen cooperation and communication with Joint Force Operations (JFO), US authorities and municipal/provincial law enforcement
- Provide advice and guidance through active participation in international working groups
- Continue to strengthen information sharing with detachments and municipal police forces through First Responder Seminars nationwide
- Collaborate to strengthen partnerships with Provincial Public Health Officer and the Chief toxicologist with the BC Centre for Disease Control regarding public health issues
- Ongoing dialogue regarding seizures of chemicals, environmental concerns and the role of other agencies where labs are concerned (i.e., fire, ambulance, environment, social services etc.)
- Actively participate on Provincial Inter-Ministry Committee dealing with environmental concerns, child protection and precursor initiatives
- Participate with Health Canada in the regulatory change process to Precursor Control Regulations (PCR)
- Creation of the Law Enforcement Working Group (RCMP, PSEPC, CBSA, CACP, Health Canada) to raise issues concerning enforcement problems with the PCR and the CDSA

## Strategic Priority: Terrorism

**... reducing the threat of terrorist activity by preventing terrorists and extremists from operating in Canada and abroad**

### What Makes This A Priority

- Government priorities – public safety and security; commitment to build on success of Smart Border; strengthened continental security
- Threat of terrorism still prominent – Voice of the People Gallup poll
- Terrorism – waged by state and non-state actors; WMD and CBRN suicide bombings – taking lives, wreaking havoc on economic infrastructures and creating environment of fear in public
- Global security environment in transition – unpredictable violence with threats from both natural and man-made sources undermining global stability
- Threats that cross borders and menace integrity of nations and/or health of citizens – key security challenges – transnational character to many threats; threats increasingly generated from diffuse sources; difficult to define; increasingly international in composition
- “Baby al-Qaeda” – next generation of terrorists; composed of dozens of loosely structured networks; dominate terrorist landscape; undertake operations without central command structure
- Disruption of terrorist groups progressing, but networks still active – experts estimate there are 30-40 terrorist groups worldwide affiliated with al-Qaeda, with presence in 60 countries; 18,000 “graduates” from training camps still operational
- Approximately 85% of Canada’s trade is with the US; more than 300,000 people cross the border every day
- 3,700 large cargo and passenger ships dock in Canadian ports and nearly 3.5M containers pass through ports annually; many Canadian ports receive some form of international shipping – all potentially vulnerable

*(Sources: Canada's Performance, 2004; October 2004 Speech from the Throne; RCMP policy centres; Voice of the People international poll; RCMP Environmental Scan, 2004)*

### Key Partners

PSEPC; CBSA; PCO; CSIS; CSE; CIC; CACP; Foreign Affairs Canada, Transport Canada, CATSA, House of Commons Security, Senate Protective Services, Canadian Heritage, US Border Patrol; US Coast Guard; US Customs; US DEA; Interpol; Europol; CICAD; International Association of Chiefs of Police and counterpart agencies and working groups in the US, UK and Australia

### PAA: Activity of primary responsibility

- 1 – Federal and International Operations
- 2 – Protective Policing Services
- 3 – Community, Contract and Aboriginal Policing
- 4 – Criminal Intelligence Operations

- 5 – Technical Policing Operations
- 7 – National Police Services

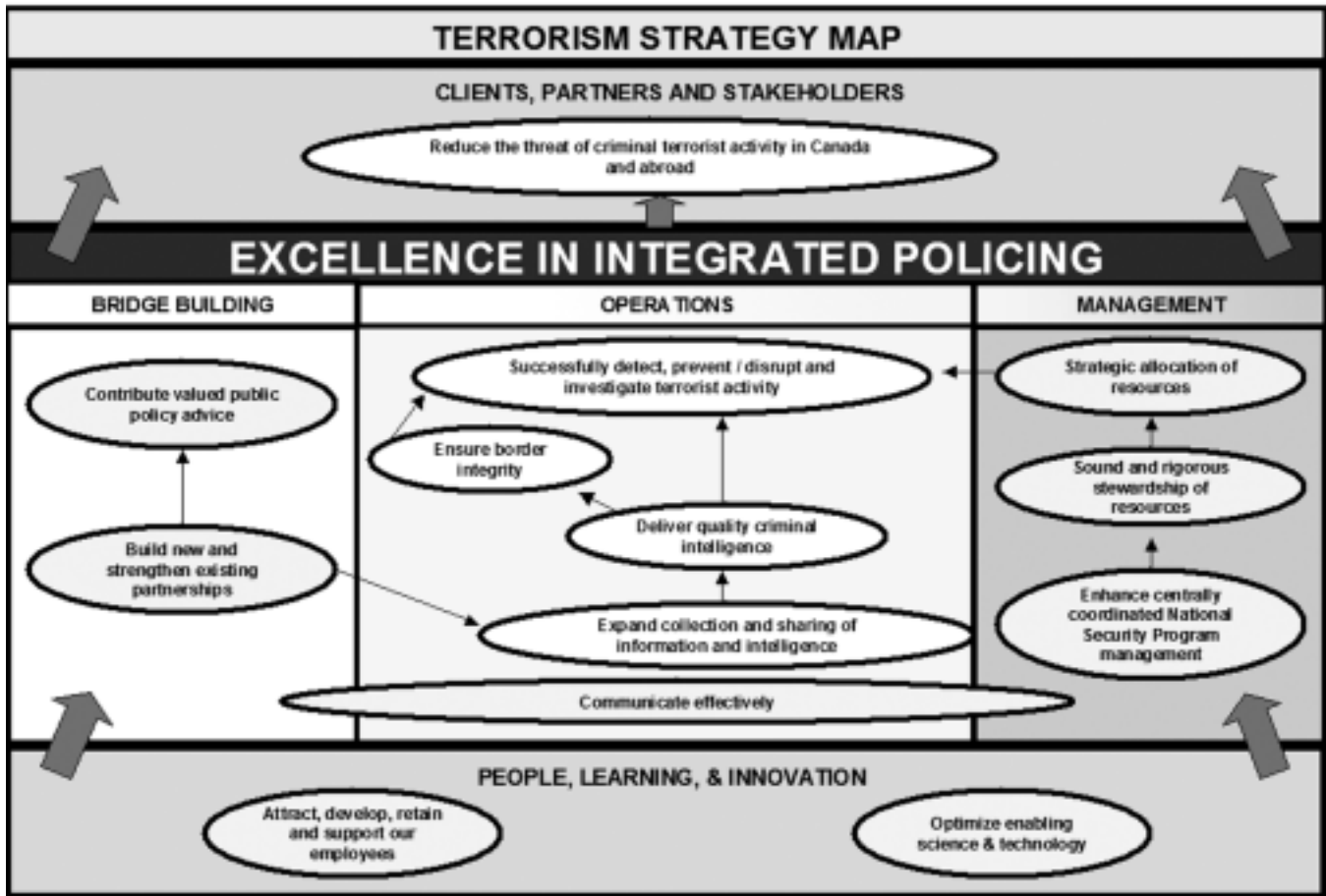
### Strategic Outcome

- Reduce the threat of terrorist activity in Canada and abroad; prevent terrorist groups from operating in Canada and abroad

### Plans and Priorities

- Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods
- Reduce the threat of terrorist activity in Canada and abroad through intelligence-led policing

## Performance Results for Strategic Plans and Priorities



- Ensure border integrity – work with partners to create “smart borders”; prevent entry of those who pose terrorist threat
- Successfully detect, prevent/disrupt and investigate terrorist activity
- Expand the collection and sharing of information and intelligence
- Produce robust intelligence – to provide a real-time, comprehensive map of terrorism in Canada
- Build new and strengthen existing partnerships, nationally and internationally
- Contribute to public policy – enhance RCMP participation in public policy at earliest stage of development
- Implement national program management in the detection, prevention and investigation of terrorist activity
- Communicate effectively to internal and external audiences

### Progress towards achieving Strategic Outcome

The threat of terrorism in contemporary society is continually changing, presenting intelligence and investigative challenges to governments around the world. Terrorist organizations are increasingly sophisticated, with educated members linked through technology allowing them to operate in cells worldwide.

The nature of criminal investigations into terrorist activity is often different from investigations into organized crime and other more traditional criminal threats. The intent of a terrorist organization may vary from committing criminal acts against Canada to using it as a base for planning, recruiting members and raising funds. The worldwide operations base of terrorist groups emphasizes the importance of an integrated policing approach where intelligence is shared among countries around the world.

In ongoing efforts to reduce the impact of terrorism, the RCMP has disrupted 10 significant national terrorist targets, over the course of this reporting period. Included in these disruptions are cases such

## ***Performance Results for Strategic Plans and Priorities***

as our valuable contribution in the investigation that resulted in the release of the two Canadian and one British hostage who were kidnapped in Iraq in 2005.

Other types of disruptions that we are tracking are RCMP investigations of Canadian charities, which resulted in three charities being denied charitable status because of their links to terrorist activities or groups. This limits the ability of these organizations to raise funds that may be in support of terrorist activity. The work of the RCMP also resulted in the Canada Revenue Agency conducting forensic audits on two charities to examine links to terrorist activity.

If the RCMP is unable to address terrorist financing issues in an appropriate manner, Canadians and our allies would be in an environment of elevated risk. Terrorists and their sympathizers would be able to exploit the enforcement weaknesses to collect funds for their operations. As mentioned above, this program has been implemented and thus reduces the risk. Any perceived inability could also have a negative impact on the economic integrity of the Canadian system. Furthermore, it is important to note that the majority of terrorist financing involves registered charities.

On a broader level, the Financial Intelligence Program (FIP) provides financial intelligence gathering and enforcement capabilities to the RCMP National Security Program (NSP) by identifying assets and financial networks, and by conducting and supporting criminal national security investigations regarding terrorist financing. As of March 31, 2006, there were 90 active intelligence investigations and four major project investigations with respect to terrorist financing.

Eleven new national security projects were started from approved operational plans, which helps to ensure that targets being investigated are the ones that are the most likely to lead to a successful conclusion and that there is central coordination and planning of which investigations are undertaken.

The newly created Anti-Terrorism Financing Team (ATFT) provides operational anti-terrorism financing support to national priority projects and conducts its own anti-terrorism financing investigations. The program also enhanced its role and participation within national and international fora such as the Financial Action Task Force, the G8 Law Enforcement Projects Subgroup (Roma/Lyon Group), FAC Counter-Terrorism Capacity Building, the International Working Group on Terrorist Financing, as well as, the Terrorist Financing Working Group of the Canadian Bankers Association.

Two National Security Enforcement courses were provided to National Security investigators. This is a two-week course intended to meet the needs of incoming RCMP members, their municipal partners and other federal government agencies that form the Integrated National Security Enforcement Teams (INSETs) across Canada. This will help ensure they are properly trained and prepared to carry out the complex national security investigations in which they will be involved. Of significant note is the fact that starting next year, this training will be delivered as joint effort with CSIS. This will promote a better understanding of the authorities and roles of each organization and optimize their productivity and cooperation.

RCMP partnerships with foreign national security intelligence/enforcement agencies are integral to the fight against terrorism. The National Security Program responded to 317 requests for assistance from foreign agencies, predominantly the Federal Bureau of Investigation. This two-way exchange of information enhances cooperation at all levels and ensures that the RCMP and all of its partners in this war against terrorism have the timeliest and most complete information available.

In order to enhance RCMP participation in public policy at the earliest stages of development, the National Security Legislative Affairs Branch was created to coordinate the RCMP's strategic and tactical responses to legal and public policy issues related to their National Security mandate including civil litigation, public inquiries and legislative initiatives.

National security also involves protecting the Governor General, Prime Minister, visiting heads of state and foreign diplomats in Canada, and Internationally Protected Persons, as well as providing on-board security for selected domestic and international flights by Canadian air carriers. During 2005-2006, RCMP Protective Policing provided services to:

- The Prime Minister and his family for 137 national and 17 international trips, as well as 56 events in the NCR
- The Governor General and her family for 33 domestic and 6 international trips
- Protective Services for the 2005-2006 Federal Election campaign
- Personal protection to Canadian dignitaries during 173 domestic trips and 8 international trips
- 526 embassies and consulates across Canada including 126 in the NCR

## Performance Results for Strategic Plans and Priorities

- Personal protection for 91 visits of foreign diplomats/dignitaries to Canada
- Personal Protection to foreign Ambassadors to Canada during 64 trips within Canada
- 27 major events in Canada including a Federal Election, the Kyoto Climate Change Conference in Montreal, four Royal visits and various Ministerial meetings
- 100% of mandatory flights requiring an Aircraft Protective Officer onboard
- Daily personal protection to 2 foreign Ambassadors to Canada within the NCR

The RCMP Major Events Planning Template was applied to several events during 2005-2006 including the Kyoto Conference in Montreal, World Urban Forum in Vancouver and the Francophone Ministerial Conference in Winnipeg. The resulting evolution of an overarching Major Event Security Framework will automate and standardize the planning and accreditation process for major events within the RCMP, and will maximize the effective and efficient use of resources.

In addition to involvement in Bill C-7 (*Public Safety Act*), the RCMP Canadian Air Carrier Protective Program has worked in an integrated fashion with Canadian government partners (TC, PSEPC, CBSA, CSIS) and law enforcement agencies (Airport Commanders Forum) on numerous initiatives on transportation/aviation security.

Representatives from RCMP CACPP, along with delegates from PSEPC and CSIS, are part of the Passenger Protect Advisory Group led by Transport Canada. The advisory group makes recommendations to the Minister of Transport about persons whose names are to be included in the Specified Persons List.

The Interdepartmental Working Group (IWG) on Airline Passenger Assessment and Security (APAS) – led by Public Safety and with representatives from Transport Canada, CBSA, CSIS and the RCMP – met to develop implementation options for an automated solution for Section 4.82 of the *Aeronautics Act*. This section gives the Commissioner of the RCMP authority to “require any air carrier or operator of an aviation reservation system to provide specified passenger information set out in the schedule of the *Act* to an officer designated by the Commissioner. Once received, the designated person may receive and analyze that passenger

information provided under that subsection and match it with any other information in the control of the RCMP to determine if a passenger poses a threat to transportation security”.

As of 2005, Interpol can now send fingerprints electronically via a NIST (National Institute of Standards and Technology) server to the RCMP's International Exchange Services (IES). This allows IES to receive and search fingerprints and provide an almost immediate response to Interpol regarding suspected individuals and terrorist groups.

Finally, Forensic Laboratory Services (FLS) provides scientific and technical assistance, related to fighting terrorism, to the law enforcement community and the justice system through the analysis of explosives, and materials and chemicals used in the manufacture of explosives, and through crime scene attendance.

FLS purchased a number of new instruments for the analysis of explosives, thereby replacing older equipment with newer instruments which are technically more advanced. New methods and techniques for the analysis of explosives were also instituted.

### Intermediate Outcomes

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

### Progress towards achieving Intermediate Outcomes

The main indicator of the quality and effectiveness of our investigations is the number of disruptions reported above at the Strategic Outcome level. A quality control indicator for how cases are brought to a conclusion is the fact that RCMP Divisions successfully concluded 100% of the 2,885 files related to key terrorist groups, within the established criteria. This ensures that every available avenue is pursued before an investigation is concluded, to maximize the number of investigations that result in criminal charges being laid. In addition, all National Security files across the country are centrally coordinated at national headquarters, in accordance with the National Security Policy and a Ministerial Directive.

Further, the RCMP has set up a peer review process for National Security files, to ensure the investigations have been completed in accordance with national policy. In cooperation with RCMP Audit and Evaluation,

## Performance Results for Strategic Plans and Priorities

a cross-country review was conducted to evaluate adherence to our governance model for central coordination and an audit has begun of the NS program by the Audit & Evaluation Branch. This will be followed by an INSET evaluation, which will continue into 2006-07.

The RCMP has continued to maximize the efficient use of its PSAT funding to conduct effective investigations. Great success was achieved through annual reallocation and realignment exercise from FY 2003-2004 through FY 2005-2006. The RCMP completed its third realignment cycle in 2005-2006. This process is subject to the law of diminishing returns and further realignment (FY 2006-2007) could not occur without adversely impacting critical components of the existing terrorism strategy. The national PSAT coordinator for the RCMP leads the annual reallocation and realignment exercises and targets the annual percentage of PSAT surplus within a range of 0% to 5%. For FY 2005-2006, the RCMP lapse was approximately 3.5%.

### Immediate Outcomes

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

### Progress towards achieving Immediate Outcomes

The RCMP created 11 new or expanded information sources/techniques that advance specific National Security Initiatives, which include:

- Criminal Intelligence Directorate (CID) created an Internet deep mining data unit within the National Security Program to enhance the threat assessment process by obtaining information on the owners of terrorism websites, their linkages with each other etc
- CID also made large strides with other government departments in moving our extra territorial strategy forward, which involves the RCMP investigating terrorist activity abroad when it relates to certain Canadian Interests, as specified in the *Criminal Code of Canada*. This will enhance the quality of investigations through improved coordination of NS investigations by establishing an extra-territorial investigations desk. In this year, the first extraterritorial investigation was completed successfully

- A pocket-sized national security pre-attack indicator pamphlet was developed and distributed to all police agencies to ensure that field personnel involved in law enforcement at all levels are aware of any suspicious activity that should be reported. Subsequently, national Headquarters personnel can be alerted and an investigation can be pursued, if warranted

The RCMP has made significant progress in strengthening its relationships with key government departments and agencies involved in the efforts to fight terrorism, which include Public Safety and Emergency Preparedness Canada, the Department of National Defence, CSIS, the Communications Security Establishment (CSE), Transport Canada and Natural Resources Canada through the development of new contacts and increased frequency of interactions and improved sharing of information.

This past year, PSEPC and CSIS became participants in the RCMP's Strategic Priority Working Group on Terrorism and are providing a valuable contribution. The RCMP has also undertaken a recent joint training initiative with CSIS which will see a menu of counterterrorism related courses offered to personnel of both organizations – the first pilot will be offered in September. Representatives of the RCMP continue to participate in the G8 law enforcement working group on terrorism and it has hosted the Cross Border Crime Forum on counter terrorism.

In consultation with PSEP, intelligence gaps have been identified related to Critical Infrastructure in Canada for which supplementary resources may be sought. The RCMP, in partnership with NRCAN, is working with their transportation sector to improve Urban Transit and Rail Security.



## **Performance Results for Strategic Plans and Priorities**

The Security and Prosperity Partnership (SPP) was announced in March of 2005 and is an ambitious trilateral initiative that addresses North American security and prosperity. Key initiatives include additional RCMP liaison officers in the US and Mexico and developing a law enforcement response strategy in the event of a terrorist incident.

The RCMP's participation in the Development of Marine Security Operations Centres in both Halifax and Victoria are progressing well.

As previously mentioned, in keeping with the Government of Canada goal of safe homes and safe communities, the RCMP's strategic priorities of Terrorism and Youth, and the RCMP's Bias-free Policing Program, the RCMP is setting up a Community Outreach Program. This will serve to engage diverse ethnic, cultural and religious communities across Canada to increase the understanding of mutual goals and concerns, elicit cooperation in making Canada secure from terrorist activity and to ensure appropriate and informed communications should a crisis arise. There has been significant engagement with key communities, with RCMP representatives attending 33 Outreach events/activities over the course of the year and facilitating the cultural awareness training component of the National Security Enforcement course.

The implementation of the Protective Operations Information System (POIS) allows for more timely sharing of vital information between operational members. Additionally, providing updated intelligence from a variety of sources, as well as operational tactics and best practices, ensures that the potential risk of attack on a diplomatic mission is minimized.

National Security's Threat Assessment Section monitors events and prepares threat assessments on national security issues that may pose a threat to Canada or to Canadian interests abroad. Quality and relevance of threat assessments continues to improve, resulting in more responsive operational planning and more effective use of resources.

The participation of RCMP scientists in national and international workshops and Technical Working Groups permitted them to remain current on emerging threats, new trends in counterfeiting, new technologies and new instruments. It also allowed them to make a contribution to our partners in Canada and the US as well as internationally by allowing the

scientists to participate in important meetings and forums such as the International Civil Aviation Organisation (ICAO), the Document Integrity Group and the Document Security Alliance.

The Counterfeit Travel Document Initiative provides services to RCMP and other government agencies such as the Canada Border Services Agency (CBSA), in support of the Government's strategic priorities of public security, border integrity and anti-terrorism. This initiative also builds on the government's goals to strengthen the credibility of Canadian security documents and fulfills its commitment to our partners under agreements such as the Security and Prosperity Partnership (SPP) and the Western Hemisphere Travel Initiative (WHTI), and contributes to interoperability among government departments.

The CISC *Sentinel*, which contains information on the possible links between organized crime and terrorist groups in Canada, was produced and disseminated to the law enforcement community and PSEPC in March 2005.

The CPC trains all police explosives investigators in Canada, who are critical members of the team, both pre- and post-terrorist incident. This amounted to 200 police explosives and electronics technicians in 2005-2006. In addition, the CPC is one of the few institutions in Canada that can train forensic identification technicians, who are also indispensable when it comes to investigating terrorist acts. Approximately 200 forensics technicians were trained by the CPC in 2005-2006.

### **Key Performance Measures**

- Percentage of investigations initiated as a result of intelligence/threat risk assessments
- Percentage of border integrity investigations initiated by intelligence profiles
- Number of new projects commenced against INSET priority groups
- Number of new files opened, active and tracked relative to Criminal Extremist Priorities (CEP)
- Number of tactical intelligence packages that led to national-level investigations

## Performance Results for Strategic Plans and Priorities

### Key Performance Results

Since the release of the Report on Plans and Priorities for this reporting period, the RCMP has modified and improved the Key Performance Measures listed below. The RCMP believes that these measures present a more comprehensive picture of our performance for this Strategic Priority.

**Table 17: Key Performance Results for Terrorism**

Key Performance Measures	Key Performance Results
Number of significant terrorist targets disrupted	The RCMP disrupted 10 terrorist targets for the year – two less than its original target of 12. However, in June 2006, a major RCMP-led investigation resulted in the arrests of 18 individuals, each charged with terrorist-related activities. Most of this high-profile investigation occurred during the 2005-2006 fiscal year, but will count as a disruption in 2007-2008.
Trend in feedback from clients on value and timeliness of intelligence related to terrorism	<p>Overall, feedback from police partners and stakeholders indicates that many agree the information and intelligence provided by the RCMP is comprehensive, accurate and timely, and that it makes a valuable contribution to reducing the threat of terrorist activity in Canada and abroad.</p> <p>Agree the RCMP makes a valuable contribution to reducing the threat of terrorist activity in Canada and abroad:</p> <p style="text-align: center;">2005 – 81% 2006 – 82%</p> <p>Survey Results concerning the RCMP's information and intelligence:</p> <p style="text-align: center;">Agree it was comprehensive: 2005 – 59% 2006 – 58%</p> <p style="text-align: center;">Agree it was accurate: 2005 – 66% 2006 – 62%</p> <p style="text-align: center;">Agree it was timely: 2005 – 57% 2006 – 53%</p>
% of border integrity investigations initiated by intelligence profiles	Being an intelligence-led organization, the RCMP targeted that 50% of the Border Integrity Investigations would be initiated by Intelligence Profiles. 57% of the Border Integrity investigations were initiated by Intelligence Profiles.

## **Performance Results for Strategic Plans and Priorities**

<b>Key Performance Measures</b>	<b>Key Performance Results</b>
Number of major projects against INSET priority groups	There were approximately 15 major national security criminal investigations ongoing across the country at year-end. These are long-term investigations which have proven to very complex and, for the most part, international in nature.
% of PSAT resources effectively utilized	The national PSAT coordinator for the RCMP leads the annual reallocation and realignment exercises and targets the annual percentage of PSAT surplus within a target range of 0% to 5%. For FY 2005-2006, the RCMP lapse was approximately 3.48%.
Number of new or expanded information sources/techniques that advance specific national security initiatives	The RCMP targeted 10 and developed 11 new or expanded information sources/techniques that advance specific National Security Initiatives. Some specific examples of these are included in the Immediate Outcomes provided on page 64.
Number of new improved initiatives and strategies put in place to prevent violence and terrorist attacks	During 2005-2006, RCMP Protective Policing implemented 12 new improved initiatives which contribute to preventing violence and terrorist attacks.
Number of terrorist attacks on selected flights	There were zero terrorist attacks on selected flights in 2005-2006. The CACPP completed 100% of mandatory flight requirements and was able to respond to all specific threat issues in a timely fashion, resulting in no in-flight incidents requiring APO intervention.
Number of violent incidents towards our protectees	Zero violent incidents were carried out towards our protectees in 2005-2006.

### **Lessons Learned**

#### ***The Changing Face of Terrorism –***

While terrorism is but one facet of national security, disease, pandemics and bio-security are predicted to become more pressing global issues. More comprehensive and inclusive analysis of these issues and their impact on security are required so that policy makers can shape appropriate responses. The law enforcement community will also need to increasingly partner with health protection agencies to ensure effective and integrated prevention and response strategies.

#### ***Impacts –***

There is concern that our enforcement successes in some areas (i.e., major ports) could result in the “displacement” of criminal activity to smaller ports, leaving them at risk. We are working to ensure a holistic approach to our efforts so that all Canadian ports are safe and secure.

## Performance Results for Strategic Plans and Priorities

### Action taken to address challenges

In September 2005, the RCMP created a project on Critical Incident Preparedness and Response (CIPAR). Led by an Assistant Commissioner, CIPAR was tasked with:

- Reviewing the RCMP's readiness and preparedness including the embedded activity of Business Continuity Planning on an all-hazards basis
- Researching to determine where the RCMP should be positioned as it relates to the current threat environment, its legal obligations and contractual requirements of its partners
- Determining what the optimal state of Operational Readiness and Response should be
- Identifying the gaps, their consequences and possible solutions

The Integrated Border Enforcement Teams (IBET) program is spearheading the development of a **Threat Assessment along the Canada-US Border** which will reflect the multi-responsibilities within the Border Integrity Sector and within our core IBET partners. The document should be ratified by July 2006.

The **Security and Prosperity Partnership** (SPP) will continue to:

- Develop and implement a joint North American strategy to combat threats to national security
- Enhance law enforcement and judicial cooperation
- Develop long-term solutions to intelligence/law enforcement information sharing

### Planned Improvements

Secure Electronic Major Case Management (SeMCM) is in the process of developing the E&R III application as a solution across the country for major case management. All national security investigations will be using E&R III as a major case management tool, with roll-out scheduled to begin in March 2007. This solution will enable all users who are granted access to view or share intelligence in a secure environment as the application will be installed on the Classified Environment (CE) network.

In FY 2005-2006, PSAT resources were realigned to the INSETs which should increase future capacity. Unfortunately, the process of classifying and staffing positions does not occur immediately, resulting in not all positions being staffed for FY 2005-2006. We are also seeking alternative sources of funding that may alleviate some of the pressures created by these long, complex investigations.

Finally, a comprehensive program review of RCMP Protective Policing will ensure that the recommended improvements to our services are implemented.

Protective Operations NCR, in cooperation with House of Commons Security and Senate Protective Services, is actively pursuing the enhancement of security installations on Parliament Hill.

## Strategic Priority: Youth

**... preventing and reducing youth involvement in crime as victims and offenders by implementing a continuum of responses that are consistent with the Youth Criminal Justice Act that address root causes and enhance community capacity**

### What Makes This A Priority

- Government priorities and social policies: Children, Caregivers and Seniors; public safety and security; crime prevention/diversion; learning and innovation
- Rising family dissolution – one in four children live through parental separation by age 10; 19% live with single parent, primarily mother; children who experience separation/divorce are more likely to separate in adult life
- Child poverty – 1 in 6 – or 1M children growing up poor – rate has remained steady at about 15% in past three decades
- Poverty among children of recent immigrants (those arriving in Canada within the last ten years) – more than twice national rates
- Number of people using food banks up 92% in past decade – estimated 42% of users are children
- UNICEF report on child poverty – ranks Canada 17th out of 23 developed countries on child well-being
- Children of low income families exhibit higher rates of poor health, hyperactivity and delayed vocabulary development – evidence that early childhood development, parental and family leave and child care programs redress economic disadvantages associated with poorer health outcomes
- Technological advances – continuing to facilitate increased availability of child sexual exploitation images in Canada and internationally
- Criminal networks have emerged online in order to share child pornography and learn from others
- Child pornography (possession, manufacture and distribution) cases reported in US rising dramatically – fourfold increase between 1998 and 2003; according to US DOJ, 1 in 5 children (ages 10 to 17) receives unwanted sexual solicitations online

*(Sources: RCMP Environmental Scan, 2004; CISC Annual Report on Organized Crime in Canada, 2004; Canada's Performance 2004; RCMP National Youth Strategy)*

### Key Partners

DOJ; PSEPC; Industry Canada School.Net program; National Crime Prevention Centre (NCPC); Health Canada; Social Development Canada; INAC; Canadian Heritage; Industry Canada; FAC; provincial agencies, communities; national and international organizations with children and youth mandates (including Cybertip.ca); victims' services organizations; other police agencies; education sector

### PAA: Activity of primary responsibility

- 3 – Community, Contract and Aboriginal Policing
- 5 – Technical Policing Operations
- 7 – National Police Services

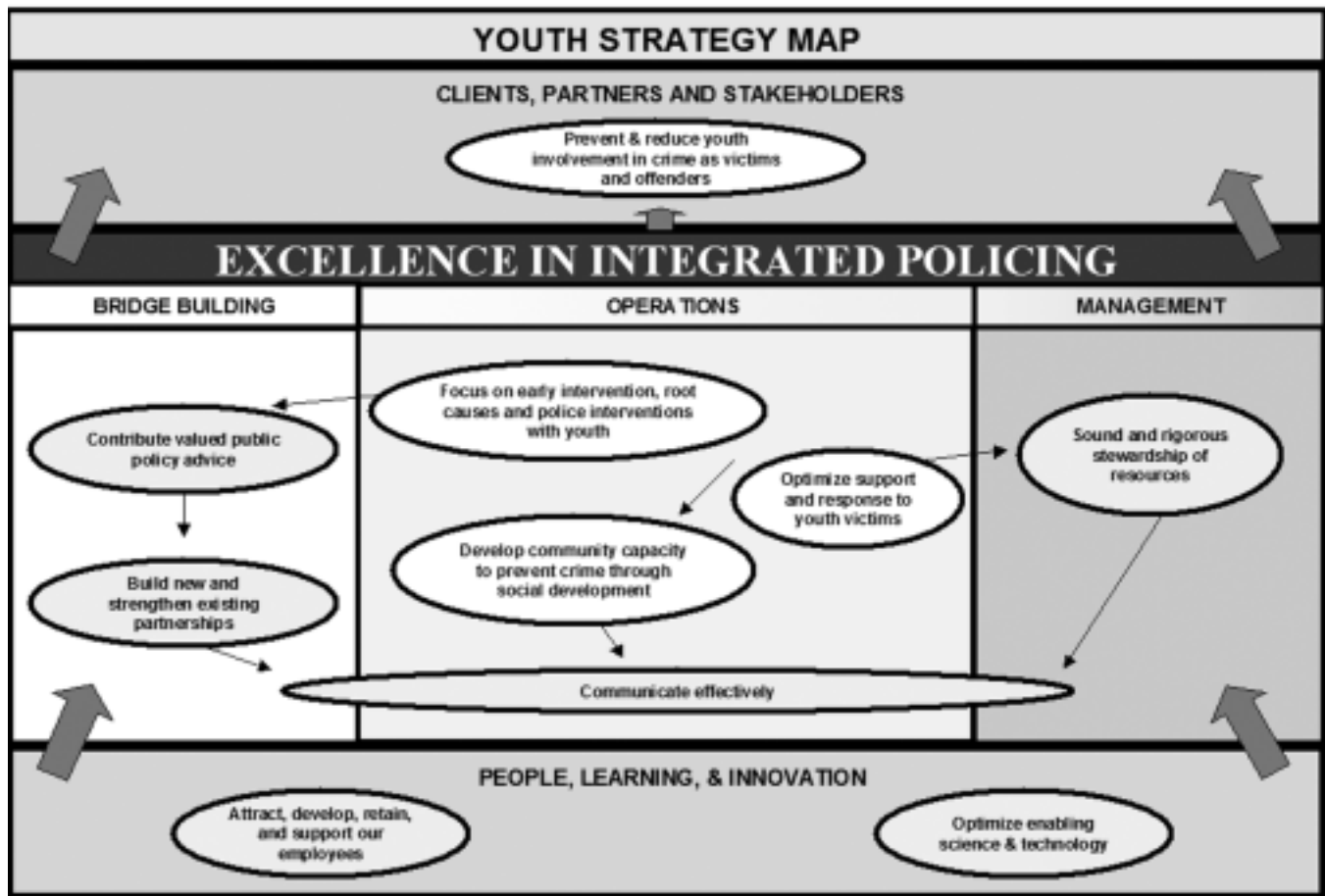
### Strategic Outcome

- Prevent and reduce youth involvement in crime as victims and offenders; implement an effective, comprehensive, sustainable long-term response to youth crime and victimization that addresses root causes and builds on community capacity

### Plans and Priorities

- Prevent youth crime – address underlying causes and respond to needs of young persons, especially those in situations of risk
- Enhance the protection of children on the Internet and pursuit of those who use technology to exploit them

## Performance Results for Strategic Plans and Priorities



- Optimize responses to youth who offend – with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement
- Seek input from communities, especially youth and youth-serving organizations; provide expertise and leadership in facilitating community problem-solving; prevention and intervention strategies
- Build on community capacity to prevent crime and use restorative processes
- Contribute valued public policy advice
- Prevent crime in Canada's youth by providing appropriate courses and other learning opportunities to police officers
- Communicate effectively – disseminate information, internally and externally, on good policing practices with youth and the benefits of crime prevention through social development

### Progress towards achieving Strategic Outcome

Over the 2005-2006 fiscal year, the Youth Priority brought two outside agencies into the Strategic Priority Working Group. Directors General from the Department of Justice and from the National Crime Prevention Centre now sit at the table as partners in developing and executing a horizontal, integrated strategy for the Youth Priority.

The development and implementation of new or revised youth community plans represent the extensive sustained efforts of RCMP frontline members to consult and partner with their communities to address youth issues including underlying causes and risk and protective factors. It is through these detachment youth community plans that the RCMP, with its many partners, is addressing the root causes of crime so that young people are less likely to become victims or offenders.

The Behavioural Sciences Branch of Technical Operations has created a training program for school professionals and police that aids in identifying youth

## **Performance Results for Strategic Plans and Priorities**

that have the potential to be violent. Within the program, skills are taught to recognize both self-directed violence (suicidal ideation) as well as outwardly-directed violence. Currently the program has been provided to over 70 school districts across the country and has been well received.

This initiative will have a direct impact on youth involvement in violence, by ensuring that resources are directed to identify where potential violence exists and developing an action plan to prevent victimization. Within Aboriginal communities, where the suicide rate is 7 to 11 times higher than the national average (depending on the Aboriginal constituency being examined), this will make a significant contribution to the health and safety of the community through the provision of additional knowledge and skills with respect to being able to recognize suicidal ideation.

### **Intermediate Outcomes**

- Enhanced focus on early intervention and root causes of youth crime and victimization
- Increased emphasis on rehabilitation and integration of youth who offend

### **Progress towards achieving Intermediate Outcomes**

The Youth Officer Resource Centre internal website provides tools, tips and education for members working with youth. The website contains carefully selected crime prevention/educational presentations targeted at specific age groups. The tools available will be linked to the community issues identified through the Youth Community Plans. Accessibility will be country-wide, promoting the delivery of consistent messages across the country and providing members with access to information regarding successful programs targeting rehabilitation and integration of youth. Traditionally, members have had to take the time to create their own tools.

The development of the National Youth Officer Program will provide training for Police Officers identified to work with youth of all ages in a variety of venues including schools. The Youth Officer Training Program aims to develop and improve skill sets for members on a variety of educational, safety, intervention and referral topics. This training will assist members to recognize youth at risk and offer intervention skills to reduce the numbers of youth involved in crime as victims and offenders.

We have completed a draft protocol for police officers working with schools and are working towards the completion of a competency profile that will assist us in ensuring the right member is in the position of guiding Canadian youth.

### **Immediate Outcomes**

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

### **Progress towards achieving Immediate Outcomes**

The completion of the "RCMP Youth Charge and Youth Diversion Numbers – National and Divisional Trends, 1997-2004" has created a baseline from which measures of progress can be made towards helping prevent and reduce the number of youth involved in crime as offenders. It tells us where we have been successful and where we need to concentrate more effort.

In 2005-2006, 450 of 452 youth community plans that were received from Detachments across Canada which were developed based on over 1700 community-based consultations. It is through community engagement that the RCMP is able to continue shaping, adapting and interpreting the youth priority in ways that provide the best results for individual communities and groups of young people.

The CPC launched a new Internet-based child sexual exploitation course for computer investigators. This was attended by 40 police officers in 2005-2006 and will be expanded in 2006-2007 due to increased demand.

The Victim Identification Unit within the NCECC has been established to develop effective methods of identifying and locating victims of Internet-facilitated child sexual exploitation. Over 100 Canadian children and numerous international children who were victims of Internet-facilitated child sexual exploitation have been identified by Canadian investigators, often in collaboration with the NCECC.

## Performance Results for Strategic Plans and Priorities

The NCECC has incorporated 100% (8 out of 8) of the G-8 objectives in its mandate:

Key Performance indicator	Key Performance Results
Reduction of youth charged nationally	A 12% reduction in violent crime charges and a 32% reduction in non-violent crime charges. These figures are compared to a nine year average, in line with the RCMP Youth Charge figures.
Increase in chargeable youth dealt with outside of court system nationally	There was a 121% increase in the numbers of chargeable youth that were dealt with outside the Justice System.
Number of G-8 framework objectives implemented through the NCECC strategy	The NCECC has incorporated 8 out of 8 (100%) of the G-8 objectives in the NCECC mandate.
Number of Canadian children in sexual abuse images that are identified and located	The NCECC has been instrumental in the identification and location of over 100 Canadian children in sexual abuse images.
Percentage of detachments that have implemented a revised youth plan to address identified youth crime or youth issue and have communicated key results	In 2005-2006, 99.56% of detachments completed youth community plans and 79% of detachments communicated their year-end results. Analysis of these plans has identified the top 20 issues facing youth and their communities being addressed in partnership with the community through various initiatives and supporting tools.
Percentage of Canadians, clients, partners and stakeholders satisfied with the RCMP as a valued partner in preventing and reducing youth involvement in crime as victims and offenders	<p>Canadians surveyed consistently agree that the RCMP plays a valuable role in preventing and reducing the number of youths involved in crime, either as victims or as offenders.</p> <p style="text-align: center;">2004 – 76% 2005 – 85% 2006 – 84%</p> <p>Many “Clients of Contract Policing” surveyed agree that the RCMP plays a valuable role in preventing and reducing the number of youths involved in crime, either as victims or offenders.</p> <p style="text-align: center;">2004 – 49% 2005 – 59% 2006 – 54%</p> <p>Most “Stakeholders” surveyed agree that the RCMP plays a valuable role in preventing and reducing the number of youths involved in crime, either as victims or offenders.</p> <p style="text-align: center;">2004 – 68% 2005 – 81% 2006 – 82%</p> <p>Many “Policing Partners” surveyed agree that the RCMP plays a valuable role in preventing and reducing the number of youths involved in crime, either as victims or offenders.</p> <p style="text-align: center;">2004 – 47% 2005 – 49% 2006 – 62%</p>
Percentage of contract clients satisfied that RCMP is sensitive to issues pertaining to youth	<p>Most “Clients of Contract Policing” surveyed agree the RCMP is sensitive to issues pertaining to youth.</p> <p style="text-align: center;">2004 – 81% 2005 – 78% 2006 – 73%</p>



## Performance Results for Strategic Plans and Priorities

### Lessons Learned

**Demographics**— The youth population is growing – and continues to be at risk: lone parent households are increasing; child poverty, neglect and education levels remain serious problems and further exacerbate the vulnerability of this demographic – and this is a reality across Canada. One of every six children in Canada lives in poverty.

Divisional business plans also suggest a correlation between crime and poverty rates for this population. In 2004, almost every province showed an increased use of food banks. In 2002, children under 18 accounted for close to 40% of food bank clients in the province of Ontario (Hunger Count, 2004, Canadian Food Bank Association). Most division plans note this situation puts them at greater risk – and this vulnerability is leading to increased youth recruitment and involvement in gangs.

Taken together, this information reaffirms the need for our focus on early intervention, diversion and education programs and community involvement. Our youth and Aboriginal priorities are necessarily contingent on all of these approaches.

**New and Emerging Issues**— Child exploitation and human trafficking continue as emerging issues for law enforcement and require further research and investment. Partnerships will also be key to ensuring a collaborative and holistic approach to our efforts.

**Recruitment and Training**— Early intervention and partnerships with the community speak to our community policing philosophy. Supportive environments and specialized skill sets are required to deal with the various social issues confronting our youth.

### Action to address this challenge

Youth Services has completed a three-year pilot project in Prince Edward Island. The school and community were elated with the results of the pilot. This has evolved into the Youth National Officer Program. The Program, guided by an advisory committee of subject matter experts, has identified a number of tasks in order to effectively implement a comprehensive Youth Program. A component of this is training, thus a pilot program is tentatively set for 2007. With the critical objective for 2007-2008 being to focus on early intervention, root causes and police interventions with youth, the Youth Officers are in an ideal venue to connect with as many youth as possible.

The RCMP has committed under the Northern Youth Action Strategy to undertake a community-based Crime Prevention through Social Development (CPSD) pilot project in one community in Nunavut, and may initiate, subject to funding, additional projects in northern communities in the Yukon and North West Territories and northern Ontario with our partners.

This project builds on the experience and success of the RCMP in community safety initiatives and in particular with sustainable approaches to CPSD. The project will be based on the RCMP Aboriginal and Youth Community Plan which includes a community consultation; the identification and prioritization of community issues and concerns; the development and implementation of action plans by all partners in an integrated approach; and the ongoing evaluation and assessment of the process. Currently, the partnership list includes Nunavut Territorial Agencies, DOJ, Health Canada, HRSDC, Service Canada, the RCMP and others.

### Planned Improvements

As per the key measures, there is room for improvement in some areas. We would like to strengthen the approval rating from our Contract Clients. In 2006, we will introduce our Contract Divisions to the Detachment Performance Plan. With the implementation of these plans, there will be more formalized consultation within communities, culminating in specific plans to address the identified issues. There will also be ongoing reports back to the communities on the progress of the implementation of these plans. This increased interaction will make us more responsive to local issues. It will also make us more accountable for the work we do.

- The NCECC will continue to prioritize the G-8 Objectives as per its mandate
- Research and development will focus on identifying tools and techniques that facilitate child victim identification





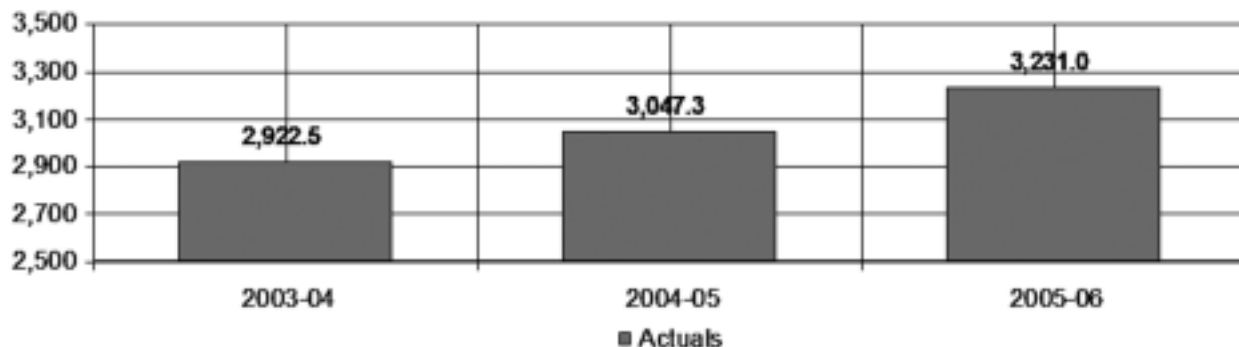
## SECTION III: SUPPLEMENTARY INFORMATION

We are proud of our accomplishments in 2005-2006 and confident that we have provided Canadians with a safe and secure society and true value for money. Our success over the last few years is evident in the steady increase in our total approved parliamentary authorities to ensure we meet our increasing commitments to Canadians and international communities.

**Table 1: Comparison of Planned to Actual Spending (including FTEs)**

Program Activity (\$ millions)	Actual 2003- 2004	Actual 2004- 2005	2005-2006			
			Main Estimates	Planned Spending	Total Authorities	Actuals
Federal and International Operations	540.0	548.2	552.0	567.0	612.6	579.7
Protective Policing Services	120.5	120.0	104.0	106.5	105.7	125.7
Community, Contract and Aboriginal Policing	1,767.7	1,871.0	1,849.7	1,875.4	2,055.3	1,991.8
Criminal Intelligence Operations	65.7	68.7	62.5	64.5	67.1	71.6
Technical Policing Operations	172.0	171.0	156.0	173.8	177.2	168.8
Policing Support Services	60.8	60.7	45.0	45.8	50.6	67.3
National Police Services	139.8	143.5	136.6	145.7	159.2	161.9
Unallocated Grants and Contributions	56.0	64.2	66.3	66.3	65.7	64.3
<b>Total</b>	<b>2,922.5</b>	<b>3,047.3</b>	<b>2,972.0</b>	<b>3,045.0</b>	<b>3,293.5</b>	<b>3,231.0</b>
Less: Non-Respendable revenue	29.2	74.4	87.3	87.3	88.7	85.3
Plus: Cost of services received without charge	186.7	190.1	194.0	194.0	198.3	198.3
<b>Net Cost of Department</b>	<b>3,080.0</b>	<b>3,163.0</b>	<b>3,078.7</b>	<b>3,151.7</b>	<b>3,403.1</b>	<b>3,344.0</b>
<b>Full Time Equivalent</b>	<b>22,188.0</b>	<b>22,911.0</b>	<b>24,279.0</b>	<b>24,372.6</b>	<b>24,548.0</b>	<b>23,578.8</b>

**Total Gross Expenditures (\$ millions)**



**Table 2: Resources by Program Activity**

Program Activity (\$ millions)	FTE's	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
<b>Federal and International Operations</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	519.1 533.4 577.2 <b>545.8</b>	32.9 33.6 35.4 <b>33.8</b>	0.0 0.0 0.0 <b>0.0</b>	552.0 567.0 612.6 <b>579.7</b>	1.9 1.9 7.3 <b>6.8</b>	550.1 565.1 605.4 <b>572.9</b>
<b>Protective Policing Services</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	99.4 101.7 100.6 <b>119.1</b>	4.6 4.8 5.2 <b>6.6</b>	0.0 0.0 0.0 <b>0.0</b>	104.0 106.5 105.7 <b>125.7</b>	0.4 0.4 1.6 <b>1.5</b>	103.6 106.1 104.1 <b>124.2</b>
<b>Community, Contract and Aboriginal Policing</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	1,719.0 1,739.9 1,918.3 <b>1,855.6</b>	130.7 135.5 136.9 <b>136.1</b>	0.0 0.0 0.0 <b>0.0</b>	1,849.7 1,875.4 2,055.3 <b>1,991.8</b>	1,101.2 1,101.2 1,168.4 <b>1,167.1</b>	748.5 774.2 886.8 <b>824.6</b>
<b>Criminal Intelligence Operations</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	59.5 61.4 63.9 <b>69.3</b>	3.0 3.1 3.3 <b>2.4</b>	0.0 0.0 0.0 <b>0.0</b>	62.5 64.5 67.1 <b>71.6</b>	0.2 0.2 0.8 <b>0.8</b>	62.3 64.3 66.3 <b>70.9</b>
<b>Technical Policing Operations</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	140.8 158.3 166.9 <b>158.9</b>	15.2 15.5 10.3 <b>9.9</b>	0.0 0.0 0.0 <b>0.0</b>	156.0 173.8 177.2 <b>168.8</b>	0.7 0.7 2.8 <b>1.9</b>	155.3 173.1 174.4 <b>166.9</b>
<b>Policing Support Services</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	42.7 43.4 48.0 <b>64.1</b>	2.3 2.4 2.6 <b>3.2</b>	0.0 0.0 0.0 <b>0.0</b>	45.0 45.8 50.6 <b>67.3</b>	0.2 0.2 0.8 <b>0.8</b>	44.8 45.6 49.8 <b>66.5</b>
<b>National Police Services</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	127.0 135.8 148.9 <b>152.3</b>	9.2 9.5 9.9 <b>9.2</b>	0.4 0.4 0.4 <b>0.4</b>	136.6 145.7 159.2 <b>161.9</b>	4.0 4.0 5.5 <b>6.8</b>	132.6 141.7 153.7 <b>155.1</b>
<b>Unallocated Grants and Contributions</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	0.0 0.0 0.0 <b>0.0</b>	0.0 0.0 0.0 <b>0.0</b>	66.3 66.3 65.7 <b>64.3</b>	66.3 66.3 65.7 <b>64.3</b>	0.0 0.0 0.0 <b>0.0</b>	66.3 66.3 65.7 <b>64.3</b>
<b>Total</b>	Main Estimates (Planned) <i>(Authorities)</i> <b>(Actual)</b>	2,707.5 2,773.9 3,023.8 <b>2,965.1</b>	197.9 204.4 203.5 <b>201.2</b>	66.6 66.7 66.1 <b>64.7</b>	2,972.0 3,045.0 3,293.5 <b>3,231.0</b>	1,108.8 1,108.6 1,187.3 <b>1,185.6</b>	1,863.3 1,936.4 2,106.2 <b>2,045.4</b>

**Note:** Due to rounding, figures may not add to totals shown.

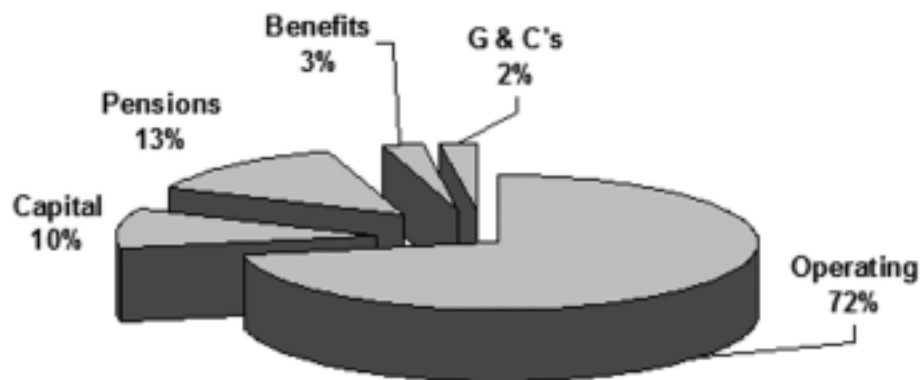
**Table 3: Voted and Statutory Items**

Financial Requirements by Authority (\$ millions) Vote	2005-2006			
	Main Estimates	Planned Spending	Total Authorities	Actual
<b>Royal Canadian Mounted Police – Law Enforcement Program</b>				
65 Operating expenditures	1,259.0	1,313.0	1,495.4	1,441.1
70 Capital expenditures	197.9	217.0	203.5	201.2
75 Grants and Contributions	43.7	43.7	43.6	42.2
(S) Pensions and other employee benefits – Members of the Force	288.6	288.6	277.5	277.5
(S) Contribution to employee benefit plans	51.1	51.1	56.4	56.4
(S) Pensions under the <i>Royal Canadian Mounted Police Pension Continuation Act</i>	23.0	23.0	22.4	22.5
<b>Total Department</b>	<b>1,863.3</b>	<b>1,936.4</b>	<b>2,098.9</b>	<b>2,040.9</b>

**Notes:** Total authorities are main estimates plus supplementary estimates plus other authorities. Due to rounding, figures may not add to totals shown. In addition, \$7.21 million was available from proceeds of disposal of surplus Crown Assets, of which \$4.46 million was spent. The balance will be available as spending authority in 2006-2007.

**Authorities 2005-2006**

**Vote (\$ millions)**



## Supplementary Information

**Table 4: Services Received Without Charge**

<b>(\$ millions)</b>	<b>2005-2006</b>
Accommodation provided by Public Works and Government Services Canada (PWGSC)	<b>47.7</b>
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	<b>147.5</b>
Worker's compensation coverage provided by Social Development Canada	<b>0.5</b>
Salary and associated expenditures of legal services provided by Justice Canada	<b>2.6</b>
<b>Total 2005-2006 Services Received without charge</b>	<b>198.3</b>

**Note:** Due to rounding, figures may not add to totals shown.

**Table 5: Loans, Investments and Advances (Non-budgetary)**

NIL reply. No activity for the fiscal period in review.

**Table 6: Sources of Respendable and Non-Respendable Revenue**

**Respendable Revenues \***

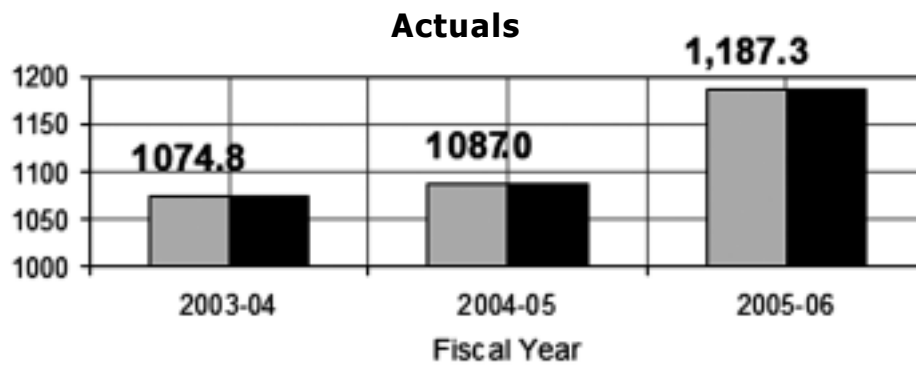
Program Activity (\$ millions)	Actual 2003- 2004	Actual 2004- 2005	2005-2006			
			Main Estimates	Planned Spending	Total Authorities	Actuals
Federal and International Operations	11.1	6.1	1.9	1.9	7.3	6.8
Protective Policing Services	2.5	1.4	0.4	0.4	1.6	1.5
Community, Contract and Aboriginal Policing	1,041.9	1,065.2	1,101.2	1,101.2	1,168.4	1,167.1
Criminal Intelligence Operations	1.2	0.7	0.2	0.2	0.8	0.8
Technical Policing Operations	4.4	2.4	0.7	0.7	2.8	1.9
Policing Support Services	1.2	0.7	0.2	0.2	0.8	0.8
National Policing Services	12.5	10.5	4.0	4.0	5.5	6.8
<b>Total Respendable Revenues</b>	<b>1,074.8</b>	<b>1,087.0</b>	<b>1,108.8</b>	<b>1,108.6</b>	<b>1,187.3</b>	<b>1,185.6</b>

**Non-Respendable Revenues**

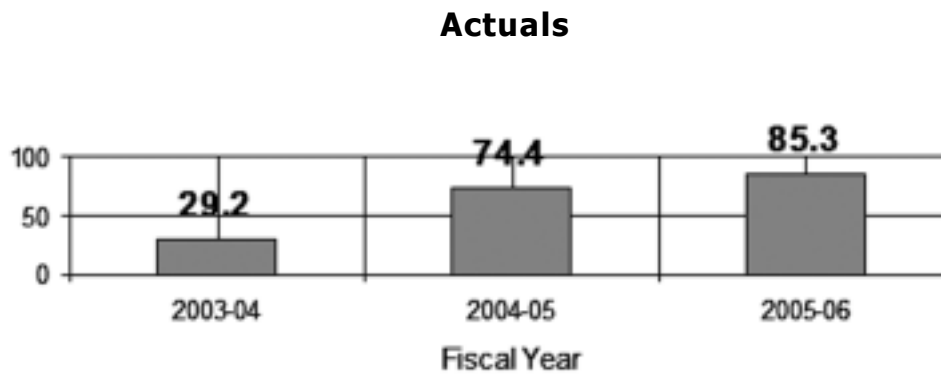
Program Activity (\$ millions)	Actual 2003-2004	Actual 2004-2005	2005-2006			
			Main Estimates	Planned Spending	Total Authorities	Actuals
Privileges, Licences and permits	9.1	8.9	7.6	7.6	7.6	9.0
Refund of Prior Years' Expenditures	4.7	3.5	6.1	6.1	6.1	3.9
Return On Investments	0.0	0.0	0.1	0.1	0.1	0.0
Miscellaneous	6.8	54.3	65.7	65.7	65.7	66.5
Proceeds for Sales	2.4	1.6	2.0	2.0	2.0	1.4
Proceeds from Asset Disposal	6.2	6.1	5.8	5.8	7.2	4.5
<b>Total Non-Respendable Revenues</b>	<b>29.2</b>	<b>74.4</b>	<b>87.3</b>	<b>87.3</b>	<b>88.7</b>	<b>85.3</b>
<b>Total Revenues</b>	<b>1,104.0</b>	<b>1,161.4</b>	<b>1,196.1</b>	<b>1,195.9</b>	<b>1,276.0</b>	<b>1,270.9</b>

\* Formerly "Revenues Credited to the Vote". 98% of respendable revenue is generated by the provision of policing services under contract to provinces, territories and municipalities.

### Respendable Revenues (\$ millions)



### Non-Respendable Revenues (\$ millions)



---

### Table 7: Revolving Funds

NIL reply. No activity for the fiscal period in review.



**Table 8: Resource Requirements by Branch or Sector**

2005-2006								
(\$ millions)	Federal & International Operations	Protective Policing Services	Community, Contract & Aboriginal Policing	Criminal Intelligence Operations	Technical Policing Operations	Policing Support Services	National Police Services	Total Planned Spending
<b>Atlantic Region</b>								
Planned Spending	48.1	2.3	85.1	2.7	9.9	0.7	2.9	151.7
Actual Spending	49.8	3.0	109.1	4.2	12.6	0.9	2.8	182.4
<b>Central Region</b>								
Planned Spending	229.7	18.2	40.8	22.1	38.1	1.3	3.3	353.4
Actual Spending	255.6	35.1	35.4	27.7	41.5	1.2	5.2	401.6
<b>North West Region</b>								
Planned Spending	63.3	3.7	164.8	10.7	16.8	1.6	3.7	264.6
Actual Spending	71.3	5.6	239.0	10.2	21.8	1.8	5.2	354.9
<b>Pacific Region</b>								
Planned Spending	77.3	6.2	106.9	8.4	22.4	0.9	2.9	224.9
Actual Spending	78.3	13.5	244.9	10.1	24.6	1.0	3.4	375.8
<b>National Headquarters</b>								
Planned Spending	141.1	75.5	375.4	19.0	86.2	49.1	128.8	875.1
Actual Spending	117.7	67.0	196.3	18.7	66.4	61.6	138.6	666.3
<b>Total</b>								
<b>Planned Spending</b>	<b>559.5</b>	<b>105.9</b>	<b>773.0</b>	<b>62.9</b>	<b>173.4</b>	<b>53.6</b>	<b>141.6</b>	<b>1,869.7</b>
<b>Actual Spending</b>	<b>572.9</b>	<b>124.2</b>	<b>824.6</b>	<b>70.9</b>	<b>166.9</b>	<b>66.5</b>	<b>155.1</b>	<b>1,981.1</b>

**Note:** 66.3 million Unallocated Grants and Contributions are not included in the numbers stated above

## Supplementary Information

### Table 9–A: User Fees Act

<b>A. User Fee</b>		Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	
<b>Fee Type</b>		Regulatory	
<b>Fee Setting Authority</b>		<i>Access to Information Act</i>	
<b>Date Last Modified</b>		1992	
<b>Forecast Revenue (\$ millions)</b> 0.0		<b>Actual Revenue (\$ millions)</b> 0.0	<b>Full Cost (\$ millions)</b> 3.0
<b>2005-2006</b>	<b>Performance Standard</b>	Framework developed by TBS. See: <a href="http://www.tbs-sct.gc.ca/gos-sog/atip-ai/prp/in-ai/in-ai2006/2006-06_e.asp">www.tbs-sct.gc.ca/gos-sog/atip-ai/prp/in-ai/in-ai2006/2006-06_e.asp</a>	
	<b>Performance Results</b>	<p><b>Access to Information Act</b></p> <p>Within 30 days = 9.1% 31-60 days = 6.6% 61-90 days = 6.2% 91 days and over = 78.1%</p> <p><b>Privacy Act</b></p> <p>Within 30 days = 14.5% 31-60 days = 10.5% 61-90 days = 6.5% 91 days and over = 68.5%</p>	
<b>Planning Years</b>	<b>Forecast Revenue (\$ millions)</b>	<b>FISCAL YEAR</b>	
		2006-07	0.0
		2007-08	0.0
		2008-09	0.0
	<b>Estimated Full Cost (\$ millions)</b>	<b>FISCAL YEAR</b>	
		2006-07	3.0
		2007-08	3.2
		2008-09	3.4

### Table 9–B: Policy on Service Standards for External Fees

<b>A. External Fee</b>	Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	
<b>Service Standard</b>	Under the <i>Access to Information Act</i> , a legislated response time of 30 days is required with the possibility of extensions under limited circumstances. Under the <i>Privacy Act</i> , the legislated response time is 30 days with the possibility of a single 30 day extension under limited circumstances.	
<b>Performance Result</b>	<p><b>Response times:</b></p> <p><b>Access to Information Act</b></p> <p>Within 30 days = 9.1% (80 requests) 31-60 days = 6.6% (58 requests) 61-90 days = 6.2% (54 requests) 91 days and over = 78.1% (684 requests)</p> <p><b>Privacy Act</b></p> <p>Within 30 days = 14.5% (236 requests) 31-60 days = 10.5% (171 requests) 61-90 days = 6.5% (106 requests) 91 days and over = 68.5% (1,118 requests)</p>	<b>Stakeholder Consultation</b>
		The service standards are established by the respective legislation. Requests for our services are made by external clients. Complaints about service levels are made to the Offices of the Information and Privacy Commissioners respectively as the case may be.

### Table 10: Major Regulatory Initiatives

NIL reply. No activity for the fiscal period in review.

**Table 11: Details on Project Spending**

Program Activity	Current Estimated Total Cost	Actual 2003-2004	Actual 2004-2005	2005-2006		
				Main Estimates	Planned Spending	Total Authorities
<b>A. Federal and International Policing</b>						
1 Ontario – Cornwall Detachment (seeking LPA)	30.4	0.1	0.0	0.0	0.0	30.4
2 Ontario – Purchase of Milton detachment	5.0	0.0	0.0	0.0	0.0	0.0
<b>B. Community, Contract and Aboriginal Policing</b>						
1 British Columbia – 100 Mile House detachment replacement (PPA)	4.7	0.0	0.3	0.0	0.0	0.1
2 British Columbia – Golden detachment replacement (PPA required)	4.2	0.0	0.0	0.0	0.0	0.0
3 Alberta – Peace River – Detachment (project completion)	4.5	0.2	0.0	0.0	0.0	0.0
4 Saskatchewan – Saskatoon, District Office (EPA)	10.0	6.7	0.4	0.0	0.0	0.0
5 Saskatchewan – Modernization Telecom System (EPA)	47.5	0.4	11.7	14.0	14.0	13.3
6 Nova Scotia – Amherst detachment replacement (EPA)	3.7	0.0	2.8	0.0	0.0	0.0
7 Newfoundland and Labrador – Holyrood District Office (EPA)	3.3	0.0	1.0	0.0	0.0	0.0
8 Newfoundland and Labrador – Modernization Telecom System (DA)	38.0	1.0	1.4	1.0	1.0	1.0
9 CIIDS Implementation (EPA)	17.2	0.6	0.1	1.0	1.0	0.2
10 Police Reporting & Occurrence System PROS (seeking EPA & PPA)	68.0	20.5	22.9	16.0	16.0	16.0
<b>C. National Police Services</b>						
1 Lab Information Management Services (LIMS)	6.4	1.3	0.5	0.0	0.0	0.4
2 Real Time Identification (RTID) Project	129.8	2.5	5.5	32.0	32.0	21.5
<b>D. Corporate Infrastructure</b>						
1 British Columbia – "E" Division headquarters (PPA)	61.4 to 153.3	0.0	0.0	1.0	1.0	60.4
2 Saskatchewan – Regina Depot, New Mess (EPA)	20.3	0.0	0.6	7.0	7.0	7.8
3 Saskatchewan – Regina, Depot, Electrical distribution Network(seeking PPA)	17.4	0.0	0.0	0.0	0.0	0.0
4 Saskatchewan – Regina, Depot, Site Access & Control Centre (seeking PPA)	4.4	0.0	0.0	1.0	1.0	0.0
5 Saskatchewan – Regina, Depot, 50 metre Firing Range (seeking PPA)	1.3	0.0	0.0	0.0	0.0	0.0
6 Saskatchewan – Regina, Depot, Recapitalization Program (seeking PPA)	40.0	0.0	0.0	8.0	8.0	0.0
7 Nunavut – Iqaluit – "V" Division HQ and Detachment (EPA)	31.0	0.0	1.0	1.0	1.0	18.4
8 Ontario – Ottawa – Connaught Range Administration Bldg. (seeking EPA)	8.4	3.1	0.7	7.3	7.3	11.6
9 Ontario – Ottawa, NCA, Nicholson HQ (seeking PPA)	87.1	0.0	0.0	5.0	5.0	0.6
10 Ontario – Ottawa, NCA, Relocate PMPD to TPOF (seeking PPA)	6.0	0.0	0.0	1.0	1.0	0.0
11 Nova Scotia – "H" Division Headquarters (EPA RCMP share)	46.8	0.0	0.1	1.0	1.0	21.9
12 National – Intervention Options Training Centres (seeking PPA)	11.0	0.0	0.0	0.0	0.0	0.4
13 Cell Retrofit Program (underway)	23.5	2.8	4.5	2.0	2.0	2.0
14 CPIC Renewal	96.6	15.5	11.5	6.0	6.0	6.0
15 National Criminal Justice Index (NCJI) / N-III Project	33.5	0.0	0.0	10.0	10.0	10.0

## Supplementary Information

### Table 12: Status Report on Major Crown Projects

#### Real Time Identification (RTID)

##### 1. Overview

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

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

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

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

The Project is being delivered in two major Phases. Phase 1 will modernize the civil clearance process, replace the Automated Fingerprint Identification System (AFIS) and implement a new transaction manager, the NPS NIST Server, permitting agencies to submit their fingerprint information electronically. Phase 1 will be delivered in December 2006 / January 2007.

Phase 2 will modernize the processes related to the management and update of the criminal records. Phase 2 is a large re-engineering effort and the replacement of antiquated legacy systems in support of the re-engineering effort. Phase 2 will be delivered in the fall of 2008.

##### 2. Lead and Participating Departments

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

The Senior Project Advisory Committee is a senior level committee of RCMP, PSEPC and Central Agency officials that advises the Project Leader on all aspects

of the Project as it relates to Government-wide policies, strategic direction and procurement including the review of the scope through the definition stage and the procurement strategy for the Project.

An RTID Project Steering Committee provides ongoing direction to the Project and includes representatives of key federal government departments and Central Agencies. Oversight of RTID is also linked to existing PSEP committees, such as the PSEP Portfolio Interoperability Committee, thus ensuring the Project's horizontal interests and planned contribution to overall public safety are fully realized.

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

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

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

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

1. Automated Fingerprint Identification System (AFIS) Vendor: RTID involves the replacement of the existing AFIS with modern AFIS technology. The AFIS vendor, COGENT Systems, selected via a competitive process is responsible for the delivery, configuration and implementation of a modern AFIS COTS product.

2. Development work that aligns with the RCMP corporate technical architecture is being carried out in-house. The NPS NIST Server, the heart of RTID is being developed by a team of RCMP resources and contractors. To supplement the skills of internal resources, or to backfill resources seconded to the Project, RTID uses internal standing offer vehicles to meet any outstanding demand for project management support, systems architecture and engineering support, systems design, systems development, testing, training and implementation. The major contractors are:

Veritaaq                      NRNS                      Fujitsu

3. Systems Integration Company: a component of Phase 2 will most likely be contracted out on a fixed price basis to ensure the successful delivery of the multiple components that make up that Phase.

A Request for Proposal is planned to be published in December 2006.

### 4. Major Milestones

#### Accomplishments

- Funding for RTID was announced on April 20 under the National Security Policy
- The current procurement approach was approved by the Senior Project Advisory Committee in November, 2004
- On December 13, 2004, the RCMP received Treasury Board approval of its RTID procurement strategy, and Preliminary Project Approval (PPA) at an indicative estimate of \$129.8 million to complete development of RTID over 5 years. The source of funds was identified as follows: \$99.8 million from Canada's National Security Policy and \$30 million from RCMP funding
- A Request for Proposal for the AFIS Vendor was issued in January 2005. A contract was awarded to COGENT Systems, October 13, 2005 and work started November 1, 2005
- On October 3, 2005, Effective Project Approval (EPA) for Phase 1 was awarded to the RTID project

#### **To be delivered**

- Delivery of Phase 1 is planned for December 2006 / January 2006
- Re-engineering of Phase 2 to be finalized in October 2006
- EPA for Phase 2 will be sought in Spring 2007
- Request for Proposals for Phase 2 will be published December 2006 and contract award is scheduled to coincide with the Treasury Board EPA approval in Spring 2007
- Delivery of Phase 2 is planned for Fall 2008
- Project closure is on March 31, 2009

### 5. Progress Report and Explanation of Variances

Phase 1 work is progressing on time and on schedule with the delivery being tracked for December 2006 . The delivery date at this point may be moved to January 2007 to account for other large system implementations across the Canadian Policing Community and the RCMP (CPIC Phase 3).

Phase 2 re-engineering started in January 2006, as planned. The re-engineering efforts will take three months longer as the processes are being simplified even further than expected and policy changes need to be reviewed in a more in depth fashion. The start of Phase 2 development has not changed.

### 6. Industrial Benefits

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

**Table 13: Details on Transfer Payment Programs (TPPs)**

Program Activity (\$ millions)	2005-2006					
	Actual 2003-2004	Actual 2004-2005	Planned Spending	Total Authorities	Actuals	Variance
<b>Unallocated Grants and Contributions</b>						
<b>Grants</b>						
Royal Canadian Mounted Police Veterans Association	0.0	0.0	0.0	0.0	0.0	0.0
International Association of Chiefs of Police	0.0	0.0	0.0	0.0	0.0	0.0
Survivors of members killed on duty	1.5	1.4	1.5	1.5	1.5	0.0
<b>Total Grants</b>	<b>1.5</b>	<b>1.4</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>0.0</b>
<b>Statutory</b>						
Pensions under the <i>RCMP Pension Continuation Act</i>	22.6	23.6	23.0	22.5	22.5	0.5
To compensate members of the RCMP for injuries received in the performance of their duties	31.8	39.1	35.4	41.6	40.3	-4.9
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1	0.1	0.0
<b>Total Statutory</b>	<b>54.5</b>	<b>62.8</b>	<b>58.5</b>	<b>64.2</b>	<b>62.8</b>	<b>-4.3</b>
<b>Total Unallocated Grants and Contributions</b>	<b>56.0</b>	<b>64.2</b>	<b>60.0</b>	<b>65.7</b>	<b>64.3</b>	<b>-4.3</b>
National Police Services Contributions						
Contributions to non-RCMP candidates attending Canadian Police College courses	0.3	0.3	0.4	0.4	0.4	0.0
<b>Total Transfer Payments</b>	<b>56.3</b>	<b>64.5</b>	<b>60.4</b>	<b>66.1</b>	<b>64.7</b>	<b>-4.3</b>

**Note:** Due to rounding, figures may not add to totals shown.

**Table 14: Conditional Grants**

NIL reply. No activity for the fiscal period in review.

**Table 15: FINANCIAL STATEMENTS**  
(unaudited)  
of  
**ROYAL CANADIAN MOUNTED POLICE**  
For the year ended  
**MARCH 31, 2006**

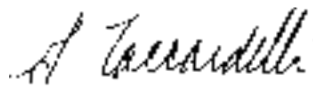
**Statement of Management Responsibility**

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2006 and all information contained in these statements rests with departmental management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the department's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the department's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the department.

The financial statements of the department have not been audited.



Giuliano Zaccardelli, Commissioner



Paul J. Gauvin, Deputy Commissioner  
Corporate Management & Comptrollership

Ottawa, Canada  
August 14, 2006

## Supplementary Information

### Statement of Operations (unaudited)

For the year ended March 31

(in thousands of dollars)

	2006	2005
<b>EXPENSES</b> (note 4)		
Community, Contract and Aboriginal Policing	2,098,768	1,982,137
Federal & International Policing	606,898	621,271
Technical Policing Operations	190,839	163,427
National Police Services	174,450	169,328
Protective Policing Services	134,681	128,161
Other activities	211,173	136,896
<b>Total expenses</b>	<b>3,416,809</b>	<b>3,201,220</b>
<b>REVENUES</b> (note 5)		
Community, Contract and Aboriginal Policing	1,312,206	1,163,811
Federal & International Operations	928	1,426
National Police Services	11,474	12,758
Other activities	404	1,060
<b>Total revenues</b>	<b>1,325,012</b>	<b>1,179,055</b>
<b>NET COST OF OPERATIONS</b>	<b>2,091,797</b>	<b>2,022,165</b>

The accompanying notes form an integral part of these financial statements.



**Statement of Financial Position (unaudited)**

**as at March 31**

(in thousands of dollars)

	<b>2006</b>	<b>2005</b>
<b>ASSETS</b>		
<b>Financial assets</b>		
Accounts receivables and advances (note 6)	511,460	485,256
<b>Total financial assets</b>	<b>511,460</b>	<b>485,256</b>
<b>Non-financial assets</b>		
Spare parts, materials and supplies	37,927	45,755
Net tangible capital assets (note 7)	1,033,516	979,182
<b>Total non-financial assets</b>	<b>1,071,443</b>	<b>1,024,937</b>
<b>Total</b>	<b>1,582,903</b>	<b>1,510,193</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (note 8)	224,088	265,221
Vacation pay and compensatory leave	182,799	169,118
RCMP Pension Accounts (note 9)	11,322,814	10,957,933
Deferred revenue (note 10)	75,528	100,801
Employee severance benefits (note 11)	422,496	395,805
Other liabilities (note 12)	6,579	4,267
<b>Total liabilities</b>	<b>12,234,304</b>	<b>11,893,145</b>
<b>Equity of Canada</b>	<b>10,651,401</b>	<b>10,382,952</b>
<b>Total</b>	<b>1,582,903</b>	<b>1,510,193</b>
Contingent liabilities (note 13)		
Contractual obligations (note 14)		

The accompanying notes form an integral part of these financial statements.

## *Supplementary Information*

### **Statement of Equity (unaudited)**

**For the year ended March 31**

(in thousands of dollars)

	<b>2006</b>	<b>2005</b>
<b>Equity of Canada, beginning of year</b>	10,382,952	9,913,832
Net cost of operations	2,091,797	2,022,165
Current year appropriations used	(2,045,400)	(1,960,295)
Revenue not available for spending	146,107	85,274
Change in net position in the Consolidated Revenue Fund (note 3c)	274,200	510,531
Service provided without charge by other government departments (note 15)	(198,255)	(188,555)
<b>Equity of Canada, end of year</b>	<b><u>10,651,401</u></b>	<b><u>10,382,952</u></b>

The accompanying notes form an integral part of these financial statements.

**Statement of Cash Flow (unaudited)**

**For the year ended March 31**

(in thousands of dollars)

	<b>2006</b>	<b>2005</b>
<b>OPERATING ACTIVITIES</b>		
<b>Net Cost of Operations</b>	<b>2,091,797</b>	<b>2,022,165</b>
Non-cash items		
Amortization of tangible capital assets	(111,224)	(104,319)
Loss on disposal of assets	(879)	(12,846)
Gain/(loss) on write-off	(5,889)	3,673
Services provided without charge	(198,255)	(188,555)
Variations in Statement of Financial Position		
(Increase) in liabilities	(341,159)	(491,050)
Increase (decrease) in financial assets	26,204	(15,909)
(Decrease) in spare parts, materials & supplies	(7,828)	(1,270)
<b>Cash used by operating activities</b>	<b>1,452,767</b>	<b>1,211,889</b>
<b>CAPITAL INVESTMENT ACTIVITIES</b>		
Acquisitions of tangible capital assets	177,323	169,408
Proceeds from disposal or transfer of tangible capital assets	(4,997)	(16,807)
<b>Cash used by capital investment activities</b>	<b>172,326</b>	<b>152,601</b>
<b>FINANCING ACTIVITIES</b>		
<b>Net Cash Provided by Government</b>	<b>1,625,093</b>	<b>1,364,490</b>

The accompanying notes form an integral part of these financial statements.

## Supplementary Information

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

---

#### 1. Authority and Mandate

The Royal Canadian Mounted Police (RCMP) is Canada's national police service and an agency of the Ministry of Public Safety and Emergency Preparedness.

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 is to enforce laws, prevent crime and maintain peace, order and security. Eight program activities highlight our Program Activity Architecture (PAA).

These include:

- **Federal and International Operations:** Provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to Canadians
- **Protective Policing Services:** Directs the planning, implementation, administration and monitoring of the RCMP's national Protective Security Program, including the protection of dignitaries, the security of major events and Special Initiatives, including Prime Minister-led summits of an international nature
- **Community, Contract and Aboriginal Policing:** Contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments
- **Criminal Intelligence Operations:** A national program for the management of criminal information and intelligence in the detection and prevention of crime of an organized, serious or national security nature in Canada or internationally as it affects Canada
- **Technical Policing Operations:** Provides policy, advice and management to predict, research, develop and ensure the availability of technical tools and expertise to enable frontline members and partners to prevent and investigate crime and enforce the law, protect against terrorism and operate in a safe and secure environment
- **Policing Support Services:** Services provided in support of the RCMP's role as a police organization

- **National Police Services:** Contributes to safe homes and safe communities for Canadians through the acquisition, analysis, dissemination and warehousing of law enforcement-specific applications of science and technology to all accredited Canadian law enforcement agencies
- **Corporate Infrastructure:** Includes the vital administrative services required for an organization to operate effectively. The costs associated with this activity are distributed among the remaining program activities

#### 2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

(a) The RCMP is primarily financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and in the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3(a) provides a high-level reconciliation between the bases of reporting.

(b) The department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the department is deposited to the CRF and all cash disbursements made by the department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non spendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues are accounted for in the period in which the underlying transactions or events occurred that gave rise to the revenues. Revenues that have been received but not yet earned or not spent in accordance with any external restrictions are recorded as deferred revenues.

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

---

(e) Expenses are recorded when the underlying transaction or expense occurred subject to the following:

- Grants are recognized in the year in which payment is due or in which the recipient has met the eligibility criteria.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans, worker's compensation and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits:

- Pension benefits for Public Service employees: Eligible employees participate in the Public Service Pension Plan, a multiemployer administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.
- Pension benefits for RCMP member: The Government of Canada sponsors a variety of employee future benefits such as pension plans and disability benefits, which cover members of the RCMP. The department administers the pension benefits for members of the RCMP. The actuarial liability and related disclosures for these future benefits are presented in the financial statements of the Government of Canada. This differs from the accounting and disclosures of future benefits for RCMP presented in these financial statements whereby pension expense corresponds to the department's annual contributions towards the cost of current service. In addition to its regular contributions, current legislation also requires the department to make contributions for actuarial deficiencies in the RCMP Pension Plan. These contributions are expensed in the year they are credited to the Plan. This accounting treatment corresponds to the funding provided to departments through Parliamentary appropriations.

- Severance benefits: Employees and RCMP members are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees and RCMP members is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Receivables from external parties are stated at amounts expected to be ultimately realized; a provision is made for external receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Environmental liabilities – Environmental liabilities reflect the estimated costs related to the management and remediation of environmentally contaminated sites. Based on management's best estimates, a liability is accrued and an expense recorded when the contamination occurs or when the department becomes aware of the contamination and is obligated, or is likely to be obligated to incur such costs. If the likelihood of the department's obligation to incur these costs is not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

(j) Spare parts, materials and supplies are inventories held for future program delivery and are not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

(k) Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using exchange rates in effect on March 31<sup>st</sup>. Gains resulting from foreign currency transactions are included under other revenue in note 5. Losses are included under operating and maintenance expense in note 4.

## Supplementary Information

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

---

(l) All tangible capital assets and leasehold improvements having an initial cost of \$10,000 or more are recorded at their acquisition cost. Capital assets do not include intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows:

<u>Asset Class</u>	<u>Sub-asset Class</u>	<u>Amortization Period</u>
Buildings		20 to 30 years
Works and Infrastructures		20 years
Machinery and Equipment	Machinery and Equipment	5 to 15 years
	Informatics – Hardware	4 to 7 years
	Informatics – Software	3 to 7 years
Vehicles	Marine Transportation	10 to 15 years
	Air Transportation	10 years
	Land Transportation (non-military)	3 to 5 years
	Land Transportation (military)	10 years
Leasehold Improvements		Term of lease

In the normal course of business, the RCMP constructs buildings and other assets as well as develops software. The associated costs are accumulated in Assets under Construction (AUC) until the asset is in use. No amortization is taken until the asset is put in use.

(m) Post-capitalized assets are assets acquired in a previous year but not capitalized at the time of acquisition. These assets can be capital or non-capital in nature. Adjustments for the net costs of these assets are accounted for in the Statement of Operations as revenue.

(n) Intellectual property such as licences, patents and copyrights are expensed in the period in which they are incurred.

(o) Measurement uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, environmental liabilities, the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

**Royal Canadian Mounted Police  
Notes to the Financial Statements (Unaudited)  
For the year ended March 31, 2006**

**3. Parliamentary Appropriations**

The Department receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Department has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

**(a) Reconciliation of net cost of operations to current year appropriations used**

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
<b>NET COST OF OPERATIONS</b>	<b>2,091,797</b>	<b>2,022,165</b>
<b>Adjustments for items affecting net cost of operations but not affecting appropriations</b>		
<b>Add (Less):</b>		
Services provided without charge	(198,255)	(188,555)
Revenue not available for spending	139,742	78,540
Amortization of tangible capital assets	(110,896)	(104,319)
Refunds of prior year expenditures	6,365	6,734
Severance	(26,691)	(22,459)
Transfer cost to assets under construction	108,063	109,806
Vacation pay and compensatory leave	(13,681)	(7,054)
Increase in liability for contaminated sites	(1,227)	-
Net gains on disposal of tangible capital assets	291	979
Other	(17,784)	(14,567)
	<b>(114,073)</b>	<b>(140,895)</b>
<b>Adjustments for items not affecting net cost of operations but affecting appropriations</b>		
<b>Add (Less):</b>		
Capital acquisitions	69,001	71,616
Inventory purchased	(1,325)	7,409
<b>Subtotal</b>	<b>67,676</b>	<b>79,025</b>
<b>Total Appropriations Used</b>	<b>2,045,400</b>	<b>1,960,295</b>

**(b) Appropriations provided and used**

	<b>Appropriations Provided</b>	
	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Operating expenditures	1,495,433	1,402,524
Capital expenditures	203,547	210,455
Grants & Contributions	43,646	41,204
Statutory amount	356,396	337,500
Proceeds of disposal	7,210	7,710
Refund of amounts credited to revenues	-	16
<b>Less:</b>		
Appropriations available for future years	2,752	2,647
Lapsed appropriations – Operating	58,080	36,467
<b>Total</b>	<b>2,045,400</b>	<b>1,960,295</b>

## Supplementary Information

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

#### (c) Reconciliation of net cash provided by Government to current year appropriations used

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Net cash provided by Government	1,625,093	1,364,490
Revenue not available for spending	139,742	78,540
Refund of prior year expenditures	6,365	6,734
	<u>1,771,200</u>	<u>1,449,764</u>
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivable and advances	(26,204)	30,805
Variation in inventory	7,828	(1,271)
Variation in accounts payable and accrued liabilities	(41,133)	38,749
Variation in deferred revenue	(25,273)	(1,616)
Variation in pension liability	364,881	434,910
Variation in other liabilities	2,312	994
Other adjustments	(8,211)	7,960
	<u>274,200</u>	<u>510,531</u>
Current year appropriations used	<b><u>2,045,400</u></b>	<b><u>1,960,295</u></b>

#### 4. Expenses

The following table presents details of expenses by category:

		<b>2006</b>	<b>2005</b>
		<b>(in thousands of dollars)</b>	
<b>Operating:</b>	Personnel	2,360,518	2,182,859
	Operating and maintenance	874,666	838,627
	Amortization	110,896	104,319
	Loss on disposal of tangible capital assets	5,194	8,961
	Bad debts and loss on asset write-off	6,453	9,435
	<b>Subtotal</b>	<b><u>3,357,727</u></b>	<b><u>3,144,201</u></b>
<b>Transfers:</b>	Compensatory grants to individuals	58,705	56,671
	Other	377	348
	<b>Subtotal</b>	<b><u>59,082</u></b>	<b><u>57,019</u></b>
<b>Total Expenses</b>		<b><u>3,416,809</u></b>	<b><u>3,201,220</u></b>

#### 5. Revenues

The following table presents details of revenues by category:

		<b>2006</b>	<b>2005</b>
		<b>(in thousands of dollars)</b>	
Policing services		1,318,459	1,165,802
Gains on disposal of tangible capital assets		291	979
Interest revenue		531	9,414
Post-capitalized assets	– inventory	–	(1,579)
	– net capital	102	1,014
Other revenue		5,629	3,425
<b>Total Revenues</b>		<b><u>1,325,012</u></b>	<b><u>1,179,055</u></b>



**Royal Canadian Mounted Police  
Notes to the Financial Statements (Unaudited)  
For the year ended March 31, 2006**

**6. Accounts Receivables and Advances**

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Other government departments	219,517	234,089
External parties	281,488	258,826
Less: allowance for doubtful accounts on external receivables	(282)	(17,991)
Net receivables from external parties	<u>281,206</u>	<u>240,835</u>
<b>Total receivables</b>	<b><u>500,723</u></b>	<b><u>474,924</u></b>
Temporary advances	8,234	7,815
Standing Advances	2,503	2,517
<b>Total Advances</b>	<b><u>10,737</u></b>	<b><u>10,332</u></b>
<b>Total receivables and advances</b>	<b><u>511,460</u></b>	<b><u>485,256</u></b>

**7. Tangible Capital Assets**

	<b>Cost (in thousands of dollars)</b>				<b>Accumulated Amortization (in thousands of dollars)</b>				<b>Net Book 2006</b>	<b>Net Book 2005</b>
	<b>Opening Balance</b>	<b>Acquisition</b>	<b>Disposal and Write- offs</b>	<b>Closing Balance</b>	<b>Opening Balance</b>	<b>Amortization</b>	<b>Disposal and Write- offs</b>	<b>Closing Balance</b>		
<b>Land</b>	39,342	2,597	267	41,672					41,672	39,342
<b>Buildings</b>	700,651	25,960	2,658	723,953	299,482	27,861	1,436	325,907	398,046	401,169
<b>Works &amp; Infrastructure</b>	4,607	129	-	4,736	486	234	-	720	4,016	4,121
<b>Machinery &amp; Equipment</b>	372,843	79,390	1,688	450,545	224,961	34,386	1,241	258,106	192,439	147,882
<b>Vehicles</b>	399,466	65,785	35,027	430,224	186,108	47,866	25,334	208,640	221,584	213,358
<b>Leasehold Improvements</b>	9,336	188	-	9,524	1,050	877	-	1,927	7,597	8,286
<b>Assets Under Construction</b>	165,024	3,274	136	168,162	-	-	-	-	168,162	165,024
<b>Total</b>	<b><u>1,691,269</u></b>	<b><u>177,323<sup>(1)</sup></u></b>	<b><u>39,776</u></b>	<b><u>1,828,816</u></b>	<b><u>712,087</u></b>	<b><u>111,224<sup>(1)</sup></u></b>	<b><u>28,011</u></b>	<b><u>795,300</u></b>	<b><u>1,033,516</u></b>	<b><u>979,182</u></b>

(1) Includes amounts for post-capitalized assets of \$431,000 (acquisitions) and \$328,000 (accumulated amortization).

**8. Accounts Payable and Accrued Liabilities**

The following table presents the accounts payable and other accrued liabilities:

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Payables to other government departments	20,030	25,519
Payables to external parties	162,019	196,602
Accrued salaries and wages	20,034	22,627
Other	22,005	20,473
<b>Total accounts payable &amp; accrued liabilities</b>	<b><u>224,088</u></b>	<b><u>265,221</u></b>

## Supplementary Information

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

#### 9. RCMP Pension Accounts

The department maintains accounts to record the transactions pertaining to the RCMP Pension Plan, which comprises the RCMP Superannuation Account, the RCMP pension Fund Account, the Retirement Compensation Arrangement Account and the Dependents Pension Fund Account. These accounts record transactions such as contributions, benefit payments, interest credits, refundable taxes and actuarial debit and credit funding adjustments resulting from triennial reviewed and transfers to the Public Sector Investment Board.

The value of the liabilities reported in these financial statements for the RCMP Pension Plan accounts do not reflect the actuarial value of these liabilities determined by the Chief Actuary of the Office of the Superintendent of Financial Institutions nor the investments that are held by the Public Sector Investment Board.

The following table provides details of the RCMP Pension Plan Pension Accounts:

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
RCMP Superannuation Account	11,255,481	10,890,476
RCMP Pension Fund Account	16,563	17,509
Retirement Compensation Arrangement Account	21,025	19,455
Dependents Pension Fund Account	29,745	30,493
	<b><u>11,322,814</u></b>	<b><u>10,957,933</u></b>

#### 10. Deferred Revenue

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Deferred revenue – contract policing arrangements on capital assets, start of year	100,269	98,653
Revenue recognized	(25,185)	1,616
Deferred revenue – contract policing arrangements on capital assets, end of year	<u>75,084</u>	<u>100,269</u>
Deferred revenue – Donation and bequest accounts, start of year	532	886
Contributions received	149	122
Revenue recognized	(237)	(476)
Deferred revenue – Donation and bequest accounts, end of year	<u>444</u>	<u>532</u>
<b>Total deferred revenue</b>	<b><u>75,528</u></b>	<b><u>100,801</u></b>

Deferred revenue consists of two categories: deferred revenue for contract policing arrangements on capital assets and deferred revenue for donation and bequest accounts. Deferred revenue for contract policing arrangements on capital assets represents the balance of revenue received at the time of acquisition of capital assets owned by RCMP and dedicated for usage to meet contractual obligations over the life of the asset. The deferred revenue is earned on the same basis as the amortization of the corresponding capital asset. Deferred revenue for donation and bequest accounts represents the balance of contributions received for various purposes. They are recognized as revenue when the funds are expended for the specified purposes.

**Royal Canadian Mounted Police  
Notes to the Financial Statements (Unaudited)  
For the year ended March 31, 2006**

---

**11. Employee benefits**

**(a) Pension benefits (Public Service employees):** The department's public service employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2% per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the department contribute to the cost of the Plan. The 2005-06 expense amounts to \$42 millions (\$36 millions in 2004-05), which represents approximately 2.6 times the contributions by employees. The department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

**(b) Pension benefits (RCMP members):** The department's regular and civilian members participate in the RCMP Pension Plan, which is sponsored by the Government of Canada and is administered by the RCMP. Pension benefits accrue up to a maximum period of 35 years at a rate of 2% per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the members and the department contribute to the cost of the Plan. The 2005-06 expense amounts to \$223 million (\$210 million in 2004-05), which represents approximately 2.9 times the contributions by members. The department is responsible for the administration of the Plan including determining eligibility for benefits, calculating and paying benefits, developing legislation and related policies, and providing information to Plan members. The actuarial liability and actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

**(c) Severance benefits:** The department provides severance benefits to its employees and RCMP members based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Accrued benefit obligation, beginning of year	395,805	373,346
Benefits paid during the year	(33,683)	(28,405)
Expense for the year	60,374	50,864
<b>Accrued benefit obligation, end of year</b>	<b>422,496</b>	<b>395,805</b>

## Supplementary Information

### Royal Canadian Mounted Police Notes to the Financial Statements (Unaudited) For the year ended March 31, 2006

---

#### 12. Other liabilities

	2006	2005
	(in thousands of dollars)	
Benefit Trust Fund	2,229	2,163
Contractor Securities	119	-
Environmental Liabilities	2,549	1,322
Specified Purpose Accounts (SPA)	1,682	782
<b>Total other liabilities</b>	<b>6,579</b>	<b>4,267</b>

*Benefit Trust Fund:* This account was established by Section 23 of the *Royal Canadian Mounted Police Act*, to record moneys received by personnel of the Royal Canadian Mounted Police, in connection with the performance of duties, over and above their pay and allowances. Receipts of \$161,801 (\$271,515 in 2005) were received in the year and payments of \$96,308 (\$73,608 in 2005) were issued. The fund is use for (i) the benefit of members, former members and their dependents; (ii) as a reward, grant or compensation to any person who assists the RCMP in the performance of its duties in any case where the Minister is of the opinion that such person is deserving of recognition for the services rendered; (iii) as a reward to any person appointed or employed under the authority of the *RCMP Act* for good conduct or meritorious service, and (iv) for such other purposes that would benefit the RCMP as the Minister may direct.

#### 13. Contingent Liabilities

##### (a) Contaminated sites

Liabilities are accrued to record the estimated costs related to the management and remediation of contaminated sites where the department is obligated or likely to be obligated to incur such costs. The department has identified approximately 18 sites (15 sites in 2005) where such action is possible and for which a liability of \$2,549,512 (\$1,322,071 in 2005) has been recorded. The department's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. These liabilities will be accrued by the department in the year in which they become known.

##### (b) Claims and litigation

Claims have been made against the department in the normal course of operations. Legal proceedings for claims totalling approximately \$46 million (\$56 million in 2005) were still pending at March 31, 2006. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements.

##### (c) Pension litigation

The *Public Sector Pension Investment Board Act* which received Royal Assent in September 1999 amended the RCMPSPA to enable the federal government to deal with excess amounts in the RCMP Superannuation Account and the RCMP Pension Fund. The legal validity of these provisions has been challenged in the courts. The outcome of these lawsuits is not determinable at this time.

**Royal Canadian Mounted Police  
Notes to the Financial Statements (Unaudited)  
For the year ended March 31, 2006**

---

**14. Contractual Obligations**

The nature of the RCMP's activity results in some large multi-year contracts and obligations whereby the Department will be committed to make some future payments when the services/goods are rendered. Major commitments that can be reasonably estimated are as follows:

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 and thereafter</b>	<b>Total</b>
<b>Operating leases/ Fixed Assets</b>						
<b>(in millions of dollars)</b>	15.8	4.7	1.2	0	0	21.7

**15. Related Party Transactions**

The RCMP is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The department enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year the department received without charge from other departments, accommodation, the employer's contribution to the health and dental insurance plans, worker's compensation and legal services. These services without charge have been recognized in the department's Statement of Operations as follows:

<b>Services provided without charge</b>	<b>2006</b>	<b>2005</b>
	<b>(in thousands of dollars)</b>	
Accommodation provided by Public Works and Government Services Canada	47,663	50,659
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat	147,497	135,487
Worker's compensation cost provided by Human Resources Canada	522	357
Legal services provided by Department of Justice	2,573	2,052
<b>Total</b>	<b>198,255</b>	<b>188,555</b>

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the department's Statement of Operations.

## Supplementary Information

**Table 16: Response to Parliamentary Committees, and Audits and Evaluations for Fiscal Year 2005–06**

<p><b>Response to Parliamentary Committees</b></p> <p>N/A</p>
<p><b>Response to the Auditor General including to the Commissioner of the Environment and Sustainable Development (CESD)</b></p> <p><b>November 2005 Royal Canadian Mounted Police – Contract Policing</b></p> <p>This report looked at the RCMP's obligations to provide policing services to 8 provinces, 3 territories and 192 municipalities. Based on the findings, recommendations were made to improve the following:</p> <ul style="list-style-type: none"><li>• Measuring and reporting on the extent to which it has implemented its clients' priorities</li><li>• Better manage human resources to meet its minimum standard for policing as per the Provincial Police Service Agreement</li><li>• Decrease the gaps in training and re-qualification/recertification of peace officers</li><li>• More closely monitor the implementation of community tripartite agreements that commit the RCMP to provide First Nation communities with an enhanced level of service</li></ul>
<p><b>External Audits (Note: These refer to other external audits conducted by the Public Service Commission of Canada or the Office of the Commissioner of Official Languages.)</b></p> <p>None</p>
<p><b>Internal Audits or Evaluations</b></p> <p>For FY 2005-2006, Audit &amp; Evaluation completed the following:</p> <ul style="list-style-type: none"><li>• Canadian Air Carrier Protective Program (CACPP) – Financial Audit for FY 2004-2005*</li><li>• RCMP Pension Plan Financial Statement Audit for FY 2004-2005</li><li>• HRMIS Personnel Security Data Audit*</li><li>• Learning &amp; Development Audit*</li><li>• PRIME BC Financial Audit*</li><li>• Firearms Interest Police Audit*</li><li>• Operational Statistics Reporting Audit*</li><li>• Pension Plan Administration Audit*</li><li>• RCMP Life &amp; Disability Insurance Audit*</li><li>• Ship Rider Pilot Evaluation</li><li>• First Nations Organized Crime Initiative Evaluation</li><li>• IMET Evaluation</li></ul> <p>*<b>Note:</b> posted on the RCMP website: <a href="http://www.rcmp-grc.gc.ca">www.rcmp-grc.gc.ca</a></p>

**Table 17: Sustainable Development Strategy**

Department	Royal Canadian Mounted Police
Points to Address	Departmental Input
<p>1. What are the key goals, objectives and/or long-term targets of the SDS?</p>	<p>The RCMP Sustainable Development Strategy as developed in 2003 is framed by three strategic priorities.</p> <p><b>Sustainable Communities:</b> Driven by the need for communities to be sustainable, the RCMP aims to demonstrate leadership through the capacity of our mandate by focusing on the positive impact of RCMP Policing operations of the long-term health and sustainability of the communities we serve.</p> <p><b>Stewardship of Resources:</b> Understanding the need to effectively conserve and replenish our resources and natural systems, the RCMP aims to reinforce the message for meeting and exceeding our environmental regulatory obligations and to provide departmental services in a manner that respects our natural environment.</p> <p><b>Corporate Responsibility:</b> Recognizing the need to be responsible for organizational actions and choices, the RCMP aims to increase focus and expectations for accountability and performance reporting for the sustainable development program and to work towards better, more integrated, sustainable business practices.</p>
<p>2. How do your key goals, objectives and/or long-term targets help achieve your department's strategic outcomes?</p>	<p>Through RCMP's mandate to provide safety and security to the communities we serve, we also fulfill an essential role for sustainability that no other agency provides. As we work to uphold our commitment to safe homes and safe communities, the sustainable development program ensures we provide these services in a manner that takes care of our environment; our people and culture; and our commitments to responsible decision making.</p>
<p>3. What were your targets for the reporting period?</p>	<p>See table on next page (Communities+ 2003)</p>
<p>4. What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?</p>	<p>See table on next page (Communities+ 2003)</p>
<p>5. What adjustments have you made, if any? (To better set the context for this information, discuss how lessons learned have influenced your adjustments.)</p>	<p>RCMP's 4th Sustainable Development Strategy (2006-2009) provides increased focus on cohesive performance reporting and accountability within the program. A renewed framework for RCMP's targets and performance measures allows for better demonstration of strategy progress and an improved alignment with future Departmental Performance Reporting.</p>

## Supplementary Information

Communities + 2003	Reporting Period 2005-2006
<b>Goal and Theme:</b> Sustainable Communities (Healthier and Safer Communities)	
Planned Results	Results Achieved
a) Investigate RCMP links, roles and partnerships relative to community sustainability (2006-2007).	RCMP Sustainable Development Office works to better understand RCMP role in Sustainable Communities. Participated in community indicators project for Canadian Communities focused on strategies for social, economic and environmental issues.
b) Establish effective partnerships for sustainable communities (2007)	Establishing effective partnerships for sustainability through RCMP Crime prevention through social development initiatives. "Adopt-A-Library" program created by Constable in rural detachment recognizes connection between illiteracy and crime. "A" division raised more than \$96,000, enough to build two homes for Habitat for Humanity.
c) Improved relationships with Aboriginal communities (2010)	Improving Relationships through Aboriginal Communities through RCMP Aboriginal Policing Initiatives and nationally coordinated Strategic Initiatives. Creation of the Aboriginal Combined Forces Special Enforcement unit in Cornwall Ontario to conduct high-level activities to combat organized crime on Aboriginal lands, while co-operating with the communities to help them solve these problems using traditional practices of Aboriginal justice.
d) Increase knowledge of Aboriginal peoples and communities (perceptions, issues, culture) (2007).	Aboriginal Awareness Training for RCMP Public Servants completed for selected Corporate Management Groups (Phase 1).
e) An active partner addressing root causes of youth crime (2005)	The RCMP works with its partners to address the root causes of crime by getting involved with youth from an early age and giving them positive learning experiences with police officers. DEAL.org -encourages youth throughout Canada to make healthy, informed decisions and get involved in their communities.
f) Benefits of Integrated Pest Management are communicated to employees and communities (2007)	E-News and brochures to encourage the use of Integrated Pest Management were circulated in the National Capital Region.



<b>Communities + 2003</b>	<b>Reporting Period 2005-2006</b>
<p><b>Goal and Theme:</b> Stewardship of Resources (Increased capacity to sustain Canadian and global natural resources)</p>	
<b>Planned Results</b>	<b>Results Achieved</b>
<p>a) Realize opportunities for waste reduction and management (2005)</p>	<p>Working with PWGSC to improve waste reduction opportunities and 3Rs management in Headquarters facilities throughout the North West Region and the NCR.</p> <p>Battery Recycling Program in place in National Capital Region with collection kiosk at 4 main buildings. Several hundred kilos of batteries collected yearly.</p>
<p>b) Integration of Sustainable Development Principles into facility management and design (2008)</p>	<p>Sustainable Development principles integrated into various newly constructed facilities:</p> <ul style="list-style-type: none"> <li>• Cumberland Detachment with wind turbine power supply</li> <li>• Iqaluit HQ designed to LEED Gold, this will be the first LEED Gold building north of the 60th parallel</li> <li>• Solar Powered backup systems in 4 Nunavut locations</li> <li>• All new housing in NWR built to R2000 standards</li> <li>• "E" Division Headquarters Project incorporating green building and LEED criteria in technical specifications</li> <li>• "C" Division built Rimouski Detachment to LEEDS Silver</li> <li>• RCMP's GHG Emissions Inventory 2004-2005 Report completed</li> <li>• Developed Green Building Policy</li> <li>• Developed Energy &amp; Water Conservation Policy</li> </ul>
<p>c) Integration of Sustainable Development Principles into transportation management (2007).</p>	<p>Anti-idling campaign launched nationally following completion of successful idling emissions pilot study.</p> <p>A total of 18 hybrid cars and 104 Flex Fuel (ethanol) purchased during 2005-2006.</p> <p>"O" Division converted Newmarket Detachment fuel pump from regular gasoline to 100% E-10 Ethanol.</p>
<p>d) Understand relationship between organized criminal activities and environmental degradation (2006).</p>	<p>Progress towards understanding criminal activities and environmental degradation. Environmental effects of illegal drug operations (clandestine labs) understood to support ongoing strategies for management. Partnerships established for understanding concepts of Environmental Crime.</p>

## Supplementary Information

Communities + 2003	Reporting Period 2005-2006
<p><b>Goal and Theme:</b> Corporate Responsibility (Organization of excellence makes sustainable development a way of doing business)</p>	
Planned Results	Results Achieved
<p>a) Business processes and procedures incorporate sustainable development principles/accountability (2011)</p>	<p>Progress towards integration into business processes and procedures:</p> <ul style="list-style-type: none"> <li>• Environmental Policy Suite completed and incorporated into Property and Asset Management Manuals</li> <li>• Strategic Environmental Assessment (SEA) and Environmental Considerations Incorporated into RCMP Project Delivery System</li> </ul>
<p>b) Understand role in sustainable communities communicated through awareness programs (2009)</p>	<p>Progress towards communication and awareness programs:</p> <ul style="list-style-type: none"> <li>• Role and value of Sustainable Development program communicated through training sessions to various levels and roles throughout organization</li> <li>• Various publications produced with focus on sustainable communities and role of RCMP including nation-wide distribution during Environment Week</li> </ul>
<p>c) Understand the value of sustainable development principles in the recruitment, training, development and support of Aboriginal, and other members, in all ranks (2005)</p>	<p>Progress towards training and support to members:</p> <ul style="list-style-type: none"> <li>• Online Field Coach Training Program available to members. The intent of the course is to increase the awareness and understanding of the value of sustainable development principles including criminal, regulatory and environmental law enforcement issues</li> </ul>
<p>d) Effective partnerships relative to sustainable workforce established (2007)</p>	<p>Ensuring ongoing training and professional development for RCMP Sustainable Development Team.</p>

**Table 18: Procurement and Contracting**

Department	Royal Canadian Mounted Police
Points to Address	Organization's Input
<p><b>1. Role played by procurement and contracting in delivering programs</b></p>	<ul style="list-style-type: none"> <li>• Provide strategic procurement approach at the initial Project Planning Stage</li> <li>• Plan procurement action and establish high level milestones for the procurement process</li> <li>• Evaluate, identify and mitigate procurement risks, industry trends, etc. and provide advice to senior management</li> <li>• Assist and guide clients in the formalization of procurement documents</li> <li>• Ensure support documents are provided and that required approvals and funds are available</li> <li>• Select and use the most efficient procurement method to satisfy the operational requirement while respecting government policies</li> <li>• Carry or oversee activities of all procurement processes to conclusion, ensure the integrity of the process, negotiate and issue contracts, manage associated risks</li> <li>• Establish and coordinate procurement milestones and timelines</li> <li>• Manage procurement file, contracts and resolve issues</li> <li>• Conduct needs analysis and initiate proactive procurement tools for anticipated requirement</li> <li>• Ensure that the Procurement and Contracting approach achieves best overall value for the organization</li> <li>• Include quality control as part of the procurement process</li> <li>• Introduce remedial action for non-compliance to policies, etc</li> </ul>
<p><b>2. Overview of how the department manages its contracting function</b></p>	<ul style="list-style-type: none"> <li>• Institute and manage a record of activity for incoming requirements, TEAM application</li> <li>• Develop and use procurement process standards &amp; objectives</li> <li>• Clearly identified roles and responsibilities in the process in line with objectives</li> <li>• Plan procurement actions with clients</li> <li>• Assign a dedicated commodity expert buyer to requirements</li> <li>• Buyers ensure procurement processes respect TB Policies and guidelines</li> <li>• Ensure authorities are respected and funds available</li> <li>• Develop procurement milestone schedule</li> <li>• Provide procurement process guidance and update to clients</li> <li>• Manage procurement progress activity and update reports</li> <li>• Ensure document actions are well documented</li> <li>• Developed and maintain templates and process map</li> <li>• Identify and use procurement tools available at PWGSC and at the RCMP</li> <li>• Perform procurement documents and process quality control review and post review for compliance with government policies and our established process standards and objectives</li> <li>• Use remedial action in place to address deficiencies and non-compliances</li> <li>• Manage contract and files using TEAM reports</li> <li>• Analyze procurement trends and develop efficient tools</li> <li>• Developed a training plan for buyers and provide continued guidance to enhance expertise</li> <li>• Share lessons learned</li> </ul>

## Supplementary Information

Department	Royal Canadian Mounted Police
Points to Address	Organization's Input
<p><b>3. Progress and new initiatives enabling effective and efficient procurement practices</b></p>	<ul style="list-style-type: none"> <li>• Analysis of regional and national needs to identify future requirement and put in place efficient tools, contracts or standing offers. Initiatives are as follows:               <ul style="list-style-type: none"> <li>▶ Established IM/IT \$20M procurement initiatives consisting of developing and putting in place contracts, on an as and when required basis, for technical and professional services consultants</li> <li>▶ Establish \$20M procurement initiative consisting of developing documents and putting in place a Standing Offer for the services of Guards and Matrons</li> <li>▶ Developing, with regions, a Statement of Requirement for a National Standing Offer Agreement for reproduction equipment specific to the RCMP</li> <li>▶ Review Regional procurement activities and processes for Construction and Real Property to ensure optimum quality of the process</li> <li>▶ Develop generic standard template procurement documents</li> <li>▶ Maintain government procurement policy update knowledge</li> <li>▶ Oversee procurement activities in the regions and sharing knowledge and tools</li> </ul> </li> </ul>

### Table 19: Alternative Service Delivery (ASD)

Over the next three years, the Royal Canadian Mounted Police will use significant new ASD initiatives or will be renewing existing ASD initiatives for the following programs and/or services.

1. Cafeteria Food Service
2. Pension Administration

Further information on these ASD initiatives can be found at: [www.tbs-sct.gc.ca/est-pre/estime.asp](http://www.tbs-sct.gc.ca/est-pre/estime.asp)

Name of ASD Initiative	Current Status	Start-up Date	Contact
Cafeteria Food Service	Ongoing	February 2004	Normande Morin (613) 991-4928
Pension Administration	Ongoing	April 2003	Paul Lowry (613) 993-3356

**Table 20: Service Improvement**

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

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

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

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

The RCMP measures the satisfaction levels of its clients/partners/stakeholders/employees. A survey program provides baseline data to organization-wide program planning and performance management.

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

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

Collectively, the surveys gauge perceptions regarding the RCMP – such as responsiveness to client's needs, effectiveness, value for money, cultural sensitivity and coordination with partners – and its services. Satisfaction of citizens, clients of police contracts, police partners and other partners is now assessed on a yearly basis. The survey results are made available to the public on the RCMP website.

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

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

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

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

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

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

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

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

## Supplementary Information

### Table 21: Horizontal Initiatives

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

The RCMP is the lead department on the following major horizontal initiatives:

- Integrated Border Enforcement Teams (IBET)
- Integrated Market Enforcement Teams (IMET)
- Integrated National Security Enforcement Teams (INSET)  
– Lead

Note: According to TBS requirements, the INSET program does not qualify as a Horizontal Initiative, however, the RCMP feels this program is a high priority and warrants inclusion in this report.

Supplementary information on horizontal initiatives can be found at:

[www.tbs-sct.gc.ca/rma/dpr1/06-07/index\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr1/06-07/index_e.asp)

### Table 22: Travel Policies

#### Comparison to the TBS Special Travel Authorities

#### The Royal Canadian Mounted Police follows the TBS Special Travel Authorities

Authority: N/A

Coverage: N/A

Principal difference(s) in policy provisions: N/A

Principal financial implications of the difference(s): N/A

#### Comparison to the TBS Travel Directive, Rates and Allowances

#### The Royal Canadian Mounted Police follows the TBS Travel Directive, Rates and Allowances

Authority: N/A

Coverage: N/A

Principal difference(s) in policy provisions: N/A

Principal financial implications of the difference(s): N/A

### Table 23: Storage Tanks

Status of Fuel Storage Tanks on Royal Canadian Mounted Police owned Land

#### Annual Report for April 30, 2005

As required under the CEPA, Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 2006.

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

Are registered with the Royal Canadian Mounted Police: 29

Comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 10

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

Are registered with the Royal Canadian Mounted Police: 22

Comply with the *Federal Underground Storage Tank Technical Guidelines*: 2

The compliance indicators used for this year's report are taken from past criteria. For AST, these are: Secondary containment and overfill protection devices. For UST the compliance indicators used for the above table were leak detection, overfill protection devices and corrosion protection (for steel wall tanks).

Note that these compliance indicators do not include all the requirements outlined in the CCME Code of Practice for Aboveground and Underground Storage Tank Systems Containing Petroleum and Allied Petroleum Products; the National Fire Code; the CSA B139-05 Installation Code for Oil-Burning Equipment; and other local regulations. These indicators are part of the draft Federal Storage Tank Regulation which we are told will be in Gazette I this Fall.

Additionally, there are three additional underground storage tanks which contain other products (Battery Acid, Hazardous Chemicals and Confiscated Spirits) that were not included in the above table as they fall outside the requirements of standard Codes.



## SECTION IV – OTHER ITEMS OF INTEREST

---

### Major Projects

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

Supported by \$115M in funding (Budget 2001), CPIC Renewal was designed to ensure the long-term viability of the CPIC system, an integrated, automated national system which provides tactical information on crimes and criminals. Work has involved stabilizing and securing the system's technology infrastructure, as well as developing new communications functionality including enhanced messaging and directory services.

Transition activities have transferred the remaining project work from CPIC Renewal to the Chief Information Officer (CIO) Sector and CPI Centre, effective April 1, 2005.

#### Progress made in 2005-2006

The release of CPIC Web 3.0 (Phase III) is tentatively scheduled for November 25, 2006. With this release, CPIC will provide new functionality to the Canadian law enforcement community and will as well provide greater versatility in future enhancements. A new change management process will serve to direct the "ever-greening" of CPIC.

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

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

The PROS Solution (Release 1.0) was deployed across several RCMP Divisions in 2004; roll-out continues successfully – all divisions have made this a priority activity and have provided support to new users to achieve smooth and efficient implementation. The project was completed on schedule on March 31, 2006.

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

The PROS project has an approved budget of \$68M. A portion of PSAT funding for occurrence management also went to the project.

#### Progress made in 2005-2006

PROS has now been deployed across all RCMP divisions, with the exception of "E" Division (British Columbia), which is utilizing Prime BC (Police Records Information Management Environment of British Columbia). As all municipal law enforcement agencies in British Columbia use PRIME as their Occurrence Management System/Records Management System (OMS/RMS), RCMP operations in BC are best served by the RCMP also implementing PRIME and thereby being able to share a database with its partners in BC. This will contribute to significant policing efficiencies by reducing duplicate data entry, increasing data quality and enhancing the level of data sharing. These benefits were confirmed in the Richmond RCMP pilot of the PRIME solution that started in 2001.

In addition, there are 21 other external partners on PROS. Approximately 40% of all police officers in Canada are now on the Niche system. (PROS uses the commercial off the shelf software Niche RMS.) Completion of the PRIME BC roll-out is anticipated in 2007-2008.

The PROS Mobile has now been deployed in "J" Division (NB) at Kodiak Detachment and is currently being rolled out in "K" (AB) and "L" (PEI) Divisions. It will also be rolled out in "F" (SK) Division in the near future.

Excellent support is being received from all the Divisions and external partners as the RCMP continues to make improvements to PROS with the involvement of the RCMP's Operations System Services Centre (OSSC), the PROS Transition Team and the Chief Information Officer (CIO) Sector.

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

Initial PROS problems, including the speed of the system, have been mostly resolved, with further measures planned to improve performance and functionality.

### **The National Integrated Interagency Information (N-III) System (formerly the National Criminal Justice Index (NCJI))**

The National Integrated Interagency Information System (N-III), the technical solution for the former National Criminal Justice Index (NCJI), will advance the interoperability objectives of the Government of Canada by enabling broader information sharing and integrated investigations among Canada's law enforcement and justice community. N-III will provide access to tools capable of producing consolidated results from a single seamless query and the bidirectional communication of its two components:

The Integrated Query Tool (IQT) – the sharing tool for public safety agencies, and The Police Information Portal (PIP) – the information sharing tool of Canadian police services.

A standard communications protocol will support partner agencies in exchanging data in real time.

#### **Progress made in 2005-2006**

The first component, IQT, has been completed and is being rolled out to a small group of users. IQT provides search and access functionality for data from the Police Information Retrieval System (PIRS), the Police Reporting and Occurrence System (PROS) and the Canadian Police Information Centre (CPIC).

The second component, PIP, was demonstrated at the Canadian Association of Chiefs of Police (CACPP) conference in August 2005 to rave reviews. The demonstration highlighted the information sharing capabilities between police agencies using different records management systems (RMS). In November 2005, Effective Project Approval (EPA) was received for the N-III Project and 25 police agencies from across Canada signed the national PIP protocol. One month later, the Canada Firearms Centre was the first Federal Public Safety and Security Partner to connect to N-III via IQT.

In January 2006, the Office of the Privacy Commissioner endorsed the N-III Privacy Impact Assessment Strategy. At the same time, a request for proposal for a national PIP solution was issued and bids closed in March 2006. The contract for the national PIP solution was awarded in June 2006 and implementation is scheduled for 2006-2007.

Engagement with all 10 Federal Public Safety and Security Partners is well underway. It is planned to have five of these partners connected to IQT in 2006-2007.

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

Real Time Identification (RTID) has been identified as the RCMP's solution to modernizing its fingerprint and criminal records system. With funding now in place, the RTID project is proceeding according to plan.

These services will be improved through the use of modern, standards-based technology, leading to enhanced processing times for identification requests and criminal record update transactions, supported through the seamless, electronic submission of fingerprints and criminal record data. RTID will also interface with other systems – such as the FBI's Integrated Automated Fingerprint Identification System (IAFIS) and Interpol, to ensure seamless, integrated information exchange with our international partners.

#### **Progress made in 2005-2006**

Phase 1, the replacement of the antiquated Automated Fingerprint Identification System (AFIS) and the upgrade of the civil processes, started in October 2005 following Effective Project Approval and awarding of the contract to Cogent Systems for the new AFIS. Phase 1 is progressing well, with the first pilot implementation scheduled for the end of September 2006. At that time, two private fingerprinting companies will begin submitting electronic civil clearance requests.

The full implementation for Phase 1 is scheduled for January 2007 and is progressing on time and budget. At implementation, all processes related to civil clearances will have been optimized. A corollary benefit will be the optimization of most of the latent fingerprints (crime scene prints) processes as well.

Phase 2, the optimization of all criminal records management processes and the replacement of associated legacy systems, is in progress. The first critical step, re-engineering, is due to be completed in October 2006.

Effective Project Approval and contract award activities will make up the main activities for Phase 2 to May 2007. Phase 2 implementation is scheduled for late 2008.



### Corporate Areas

#### Corporate Management and Comptrollership

Stewardship of financial and non-financial resources must be carried out in a scrupulous, ethical and transparent manner consistent with Public Service and RCMP values, and with Parliament's and the Canadian public's expectations for probity and prudence. Ultimately, CM&C is responsible for ensuring that sound stewardship continues to be part of the culture of the RCMP as a leader of policing and management excellence.

At the outset of 2005-2006, our operating environment was characterized by the following conditions:

- Unprecedented public scrutiny and expectations for transparency, openness and accountability
- Potential for Government to impose more stringent financial controls
- Potential for expenditure review and resource reallocation to become more serious
- Major high risk/high profile/high value projects may not materialize and/or be delayed by central agencies
- Potential for unforeseen operational policing priorities
- Parliamentarians and central agencies demand for improved reporting

With the change of Government, the operating environment changed dramatically.

Fiscal Year 2005-2006 was "unique" as departments were in the unfamiliar situation of operating under Governor General Warrants rather than the normal funding processes.

From a financial perspective this resulted in many challenges:

- Government fell one week before approval of Supplementary Estimates
- Governor General Warrants – an uncommon process for central agencies and departments
- Serious financial position facing the Force under which we obtained warrants roughly equivalent to authorities of Supplementary Estimates but also had to cash manage approximately \$90M in extraordinary items

- Senior Management Team was called upon to help assure the financial integrity of the RCMP
- The RCMP ended the year well within its warrant authority

#### Progress made in 2005-2006

Despite these challenges, overall 2005-2006 was another successful year for CM&C. Over the course of the last fiscal year, CM&C has contributed to significant corporate administration achievements. Examples of the achievements are:

- RCMP Total Spending Authorities have increased significantly in current reporting period and have nearly doubled over last 8 years (\$1.8B to \$3.3B)
- Increased funding for Contract Policing (Federal Share) of \$100M last year and \$75M this year
- Significant work has been completed which will lay the foundation for a major and permanent increase of the Federal Policing budget
- Momentum for Depot modernization continues which will lead to the modernization of all infrastructure and, at the same time, relieve considerable pressure from the RCMP's capital program
- Major Crown Projects: NHQ, E Division HQ and H Division HQ
- Accommodation Projects: Connaught, CPC, Innisfail, Pakenham
- RCMP Heritage Centre
- 4.7 Upgrade to SAP financial system
- Management Accountability Framework (MAF) – significant recognition by TBS
- Professional development of Finance, Asset and Materiel Management has directly led to improved budgeting, acquisition and management, revenue collection, quality assurance, capital and fleet management

#### Looking to 2006-2007

CM&C will be driven by two overarching themes which reflect government requirements of strict adherence to the rules and expectations for strong financial management and control:

**Live within Budgets** – responsible spending of financial resources within allocated budget levels and within the framework of the *Financial Administration Act*, government policies and the RCMP/CM&C financial policies and procedures.

## **Other Items of Interest**

**Live within the Rules** – effective management and control of financial and non-financial resources within the framework of relevant government legislation and policies, as well as RCMP/CM&C policies and procedures.

Looking to 2006-2007, CM&C is focused on the following priorities:

- Providing timely, relevant functional direction, guidance and control
- Providing integrated policy and directional frameworks and policy interpretation and guidance
- Ensuring that the RCMP meets its government legislative and policy requirements
- Ensuring CM&C contributes to the achievement of the RCMP's mandate, mission, strategic priorities
- Ensuring the efficiency, timeliness and due diligence of thousands of accounting, contracting and procurement and other transactions
- Ensuring the continued integrity of the RCMP's crucial Parliamentary and Central Agency accountability and reporting
- Providing a positive and productive working environment
- Representing the best interests of the RCMP at all times and ensuring productive working relationships with Central Agencies
- Supporting and participating in the successful integration of the Canada Firearms Centre into the RCMP's operations

Over the next few years we will continue to adapt to the environment of enhanced transparency, accountability and public scrutiny.

CM&C remains confident in its ability to fulfill its mandate and to demonstrate exemplary functional leadership. Above all, CM&C remains committed to taking further steps in making the RCMP the best financially and administratively managed organization in government.

## **Strategic Policy and Planning Directorate**

*In order to meet societal expectations and needs for policing in the 21<sup>st</sup> century, the RCMP has embraced a new model of policing. This approach recognizes that success in today's policing environment is increasingly contingent on the integration of policing and law enforcement functions at all four levels – local, regional, national and international. In order for integrated policing to succeed, all agencies must work horizontally, focusing their collective efforts and energies in shared strategic frameworks and policy agendas. This synergy will reduce duplication of effort and fragmented response, optimize efficiencies and effectiveness in operations, and will ensure optimal support in the delivery of intelligence-led policing and a strategy-focused organization of excellence.*

The **Strategic Policy and Planning Directorate** (formerly Strategic Policy and Planning Branch) was established in January 2000 to improve the RCMP's strategic policy and planning capability, in addition to strengthening internal and external communication, as well as liaison and partnership building efforts. In January 2005, SPPD re-aligned to integrate with operations under the Deputy Commissioner Operations and Integration.

Although the Directorate does not perform "core" policing-specific (or legislated) functions related to the RCMP's five strategic priorities, the work performed by SPPD is instrumental in supporting the strategic operations of the RCMP through trends-analysis, performance management and enhancement of "good management practices" such as robust planning.

The sector is responsible for conducting research in order to provide advice and support to senior management in establishing the strategic direction of the organization, as well as developing, adopting and facilitating management strategies that will ensure the RCMP remains a strategy-focused organization of excellence. SPPD also performs critical outreach and forecasting functions: strengthening partnerships, improving response to inter-governmental consultation and engagement, and bridge-building with clients, partners and stakeholders; ensuring RCMP direction is aligned with broader government priorities; and, identifying emerging trends, strategic considerations and policies that may impact on the RCMP.

### Information Management/ Information Technology

Several key factors continue to impact on the Information Management/Information Technology (IM/IT) community:

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

The RCMP's success in furthering intelligence-led and integrated policing is largely dependent on information systems and technology to facilitate the gathering and managing of information, the creation of intelligence, and a coordinated cooperative exchange between partners. As a key member of the federal justice community, the RCMP plays an important role in ensuring that existing and planned IM/IT systems within the larger criminal justice system are compatible and consistent. Our goal is to leverage common IM/IT investments to achieve the following benefits for all partners:

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

### Progress made in 2005-2006

Integrated operational mechanisms, like PROS and N-III, facilitate interoperability and the sharing of information. In addition, the planned National Criminal Data Bank (NCDB) migration to the Automated Criminal Intelligence Information System (ACIIS) will result in a single system for reporting all criminal intelligence, allowing the RCMP to share its intelligence with the rest of the Canadian criminal intelligence community.

Our contribution to Government-on-Line (GoL) continues. We are active participants in Canada's Public Safety Portal and, in support of the international fight against terrorism, we prominently feature our national security tipline. As well, we contribute information to the portal that helps ensure the safety and security of Canadians.

We are committed to employing the Internet as the channel of choice wherever a service or program can most benefit Canadians through online delivery. We have added some commonly requested forms for use by the Canadian public to our website – including Consent for Disclosure of Criminal Record Information. We will continue to monitor and analyze client needs and expectations to further enhance our GoL activities, as well as the menu of information and services we provide online.

Strong IT governance is critical to effective decision making on IT investments, especially when resources are limited. A new IT Governance Model, based on best practices, was put into effect within the CIO sector and now provides an integrated, rational and consistent decision making process for the delivery of high quality IT services. The model ensures that clearly defined authorities, clear lines of accountability, and a disciplined approach to strategic planning, project management, change management and systems support are respected. The main entities of the IT Governance Model consist of the CIO Council, the Initiative Review Board (IRB), the Project Review Board (PRB) and the Change Management Board (CMB).

In this period, the CIO sector processed approximately 50 business cases for functional and technical initiatives. Of these, 22 were supported by the Initiative Review Board and 10 were approved by the CIO Council. Investment decisions are based on the value of the investment, priorities of business lines, level of risk, security implications, resource requirements and availability of funds.

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

## **Other Items of Interest**

In September 2005, a Sector-wide Project Office was established to introduce standard project management methodology and oversight of IM/IT projects throughout the project lifecycle. The Project Office is currently tracking over 50 projects approved and prioritized by the CIO Council. This oversight function ensures that all necessary criteria for the successful introduction of IM/IT projects are planned for and met.

## **Human Resources Sector**

The Human Resources Sector of the RCMP is committed to furthering its vision of enabling operational readiness. This requires us to continue to attract, develop, retain and effectively support the people who can ensure the RCMP deliver on its commitments and its strategic priorities. While the HR Sector faces a number of difficult challenges in meeting this objective, it has also made significant progress in addressing these challenges over the 2005-2006 fiscal year. The following sections provide information on our challenges and related achievements in a number of key areas.

### **Progress Made in 2005-2006**

#### **Recruiting**

Recruiting is the HR Sector's number one priority due to a number of related trends: an aging workforce, increasing numbers of retirements, growing demands for service delivery, and increased competition for labour and specialized skills. HR has responded by developing and advancing a National Recruiting Strategy that address all key components of this challenge.

In 2005-2006, progress was made in the following areas:

- Improved coordination of recruiting efforts to ensure national consistency and broader use of best practices
- Updated marketing materials (posters, brochures, etc.) to facilitate recruiting efforts
- Increased the number of recruiting staff
- Requested and received funding to improve and expand infrastructure in order to train increasing number of cadets
- Implemented the use of pre-employment polygraph for regular member applicants in order to ensure recruiting high quality cadets

- Improved workforce needs planning as well as the collection of and access to data on new recruits

#### **Succession Planning**

Succession planning is also a critical area for the HR Sector due to demographic trends and retirement levels. Through succession planning, the RCMP can ensure continuous, strong leadership throughout the organization.

In 2005-2006, HR addressed this challenge through the following:

- Embedded mentoring & coaching into training and development programs such as the Officer Orientation Development Course (OODC) and the Field Coaching Program (FCP)
- Increased efforts to proactively identify potential future leaders and ensure they are developed appropriately through the leadership continuum

#### **Employment Equity**

The HR Sector has continued to make progress in ensuring the RCMP workforce is more representative, at all levels, of the diverse population we serve.

Achievements for 2005-2006 included:

- Completed the Employment Systems Review and Employment Equity Plan that will help ensure a more representative workforce
- Increased focus on recruiting from diverse groups to better reflect the communities we serve
- Increased focus on selecting employees who are members of designated groups as candidates for leadership development

#### **Official Languages**

The HR Sector has been required to lead efforts to significantly improve the RCMP's respect and recognition of official languages including improvements in bilingual services to the public and to employees.

Achievements for 2005-2006 included:

- Efforts to include official languages objectives in performance evaluations resulted in the Commissioner identifying OL Accountability as one of four mandatory commitments for all RCMP executives and managers eligible for performance pay in 2006-2007

- Once again, the overall bilingual capacity of employees providing service to the public improved and now stands at 88% (3,299 of 3,739 bilingual positions)
- The overall bilingual capacity of employees providing central or personal services to other RCMP employees increased by 4% and now stands at 87% (3,190 of 3,669 bilingual positions)
- The percentage of supervisors who meet the language requirements of their position increased by 4% and is now 85% (977 of 1,143 bilingual positions)

### Promoting a Safe Workplace and Healthy Workforce

The HR Sector has faced significant challenges to its Occupational Health and Safety program related to the implementation of the *Canada Labour Code* in the RCMP and also to the escalating costs of health benefits and entitlements.

In 2005-2006, HR responded to these challenges and significantly improved performance demonstrated through the following:

- In an effort to improve stewardship of financial resources, OH&S undertook a rigorous review of program expenditures to identify improvements resulting in an avoidance of approximately \$1M in benefits and entitlements costs through containment measures
- Improved Canada Labour Code national compliance from 60% to 90% in one year
- Established a baseline against key drivers of workforce health and facilitated local level solutions through performance agreements and divisional Balanced Scorecards
- Improved governance and accountability of workplace health and safety programs and streamlined processes to better support operations

### Risk and Liability

The HR Sector is responsible for the development and oversight of policies and processes for a number of high-risk areas related to employee relations and conduct. Greater demands for governmental accountability, stewardship of resources and ethical conduct have called for improvements in a number of these processes.

In 2005-2006, this included the following:

- Implemented an Early Resolution Project to provide an expedited process for disciplinary cases where appropriate, resulting in greatly reduced response times, a reduction in outstanding cases and significant cost savings
- Developed new policies on ethics & conflict of interest to mirror the Values and Ethics Code for the Public Service including policies on secondary employment and the reporting of assets
- Increased training on harassment in the workplace and developed a new policy on prevention and resolution of harassment in the workplace applying to all RCMP employees

### Staffing, Promotions and Classification

The HR Sector was required to respond to new legislation related to the staffing of PSEs, as well as the need to improve the promotions process for regular members, in order to provide more fair and effective methods of selecting the best candidates.

In 2005-2006, this included the following achievements:

- Introduced all essential requirements for the implementation in the RCMP of the new *Public Service Employment Act* and the *Public Service Modernization Act* (as of December 31, 2005)
- Improved standardization of classifications by developing occupational group-specific work descriptions and providing e-templates, along with the required policies/procedures, to managers for their use in developing work descriptions
- Developed a new promotions process for non-commissioned officers, to be effective July 1, 2006, that is aligned with the guiding principles of Competency Based Management

### Learning Investment Management

The HR Sector has recognized the need to ensure that training is more effectively managed and delivered, as well as focused on organizational priorities.

In 2005-2006, efforts to address this challenge included:

- Established a Learning Investment Management Board that will improve training alignment & governance through the development of an Annual Learning/Training Plan for the RCMP

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

- Increased the use of E-learning by making available and promoting greater use of training via the RCMP infoweb where possible, including the Investigator's Toolbox
- Expanded "Bridging the Gap", a frontline performance improvement initiative
- Improved delivery of operational skills maintenance training to ensure regular members are fully certified in mandatory policing skills

The HR Sector recognizes that in today's complex and continually changing environment there is a greater need for HR to act as a strategic business partner in order to ensure the RCMP recruits, retains and develops the human resources required to deliver on its commitments.

In 2005-2006, the HR Sector addressed this need on several fronts through the following accomplishments:

- Completed an appropriations-based review which identified the cost of doing business, analyzed the current state of HR Sector service delivery and identified the steps required to reach the desired state of Human Capital Management
- Implemented a new governance model which aligns the HR management team nationally

- Established a new Human Resources Management Services Branch mandated to facilitate strategic management of the HR sector, to coordinate and integrate planning, communication and financial management for the entire HR Sector, and to ensure greater strategic alignment between the HR Sector and RCMP operations
- Established an HR Business Transformation office to improve business processes and to facilitate corporate systems integration in order to better support HR planning and service delivery

The HR Sector recognizes that many of the challenges it faces are ongoing and will continue to monitor their impacts while developing long-term strategies to build on past successes. We are also developing closer working relationships with our clients and stakeholders to continually improve our service delivery and to ensure that HR delivers and sustains a workforce of excellence for the RCMP.



## SECTION VI: APPENDIX

### Additional Information on DPR

For more detail on program plans and priorities, please go to our website at: [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca). In addition to the number of options available for searching purposes, related links will expand your referencing and search capability.

For publications referred to in this report, please contact National Communications Services at telephone: (613) 993-1088, or by facsimile: (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by e-mail:

[www.rcmp-grc.gc.ca/contact/index\\_e.htm](http://www.rcmp-grc.gc.ca/contact/index_e.htm) or  
[www.rcmp-grc.gc.ca/contact/index-f.htm](http://www.rcmp-grc.gc.ca/contact/index-f.htm).

For further information on this report, please contact:

Paul J. Gauvin  
Deputy Commissioner  
Corporate Management and Comptrollership  
Royal Canadian Mounted Police  
1200 Vanier Parkway, Ottawa, ON K1A 0R2  
Telephone: (613) 993-1712  
Facsimile: (613) 993-3770  
E-mail: [paul.gauvin@rcmp-grc.gc.ca](mailto:paul.gauvin@rcmp-grc.gc.ca)

### Acronyms

#### A

ACIIS	Automated Criminal Intelligence Information System
ACUPIES	Automated Canadian/US Police Information Exchange System
ADM	Assistant Deputy Minister
AFIS	Automated Fingerprint Identification System
AMBER	America's Missing Broadcast Emergency Response
APO	Air Protection Officers
APT	Aboriginal Perceptions Training
ARLU	Annual Reference Level Update
ASD	Alternate/Alternative Service Delivery
ASSC	Administrative Shared Systems Committee
ATIP	Access to Information and Privacy

#### B

BC	British Columbia
BI	Business Intelligence
BSC	Balanced Scorecard

#### C

C&E	Customs & Excise
CACP	Canadian Association of Chiefs of Police
CACPP	Canadian Air Carrier Protective Program
CACVM	Commissioner's Advisory Committee on Visible Minorities
CANICE	Canadian Internet Child Exploitation course
CATSA	Canadian Air Transport Security Authority
CBP/BP	Customs Border Protection/Border Patrol (US)
CBRN	Chemical, Biological, Radiological and Nuclear Response
CBSA	Canada Border Security Agency
CCAPS	Community, Contract and Aboriginal Policing Services
CCG	Canadian Coast Guard
CEP	Criminal Extremist Priority
CETS	Child Exploitation Tracking System
CFR	Canadian Firearms Registry
CFSEU	Combined Force Special Enforcement Unit
CIA	Central Intelligence Agency (US)
CIBIN	Canadian Integrated Ballistic Identification Network
CIC	Citizenship and Immigration Canada
CICAD	Inter-American Drug Abuse Control Commission
CICTE	Inter-American Committee Against Terrorism
CID	Criminal Intelligence Directorate
CIDA	Canadian International Development Agency
CIDEC	Canadian Image Databank for Exploited Children
CIO	Chief Information Officer
CISC	Criminal Intelligence Service Canada
CIVPOL	Civilian Police
CM&C	Corporate Management and Comptrollership
CNAAC	Commissioner's National Aboriginal Advisory Committee
CPA	Canadian Police Arrangement
CPC	Canadian Police College
CPDTF	Commonwealth Police Development Task Force
CPIC	Canadian Police Information Centre
CPIC-R	Canadian Police Information Centre Renewal
CPTSD	Crime Prevention Through Social Development
CPSIN	Canada Public Safety Information Network
CRA	Canada Revenue Agency
CRF	Consolidated Revenue Fund
CRTI	CBRN Research and Technology Initiative
CSC	Correctional Service of Canada

## Acronyms

CSE ..... Communications Security Establishment  
CSIP ..... Continuous Service Improvement Plan  
CSIS ..... Canadian Security Intelligence Service  
CTA ..... Community Tripartite Agreement

### D

DARE ..... Drug Abuse Resistance Education  
DEA ..... Drug Enforcement Administration (US)  
DFO ..... Department of Fisheries and Oceans  
DIAND ..... Department of Indian Affairs and Northern Development  
DND ..... Department of National Defence  
DOJ ..... Department of Justice  
DPR ..... Departmental Performance Report  
DSB ..... Departmental Security Branch

### E

EASF ..... Electronic Automated Search Facility  
EBP ..... Employee Benefits Plan  
EE ..... Employment Equity  
EI ..... Employment Insurance  
EIRDA ..... Export and Import of Rough Diamonds Act  
EPA ..... Expected Project Approval  
ERT ..... Emergency Response Team  
ESC ..... Electronic Supply Chain  
ESR ..... Employment Systems Review  
EU ..... European Union

### F

FAA ..... Financial Administration Act  
FAC ..... Foreign Affairs Canada  
FAMD ..... Forensic Accounting Management Directorate  
FBI ..... Federal Bureau of Investigation  
FINTRAC ..... Financial Transaction and Reports Analysis Centre of Canada  
FIO ..... Federal and International Operations  
FLS ..... Forensic Laboratory Services  
FNPP ..... First Nations Policing Program  
FPS ..... Federal Policing Services  
FRT ..... Firearms Reference Table  
FTE ..... Full-time Equivalent

### G

GDP ..... Gross Domestic Product  
GL/SLS ..... Great Lakes/Saint Lawrence Seaway  
GNWT ..... Government of the Northwest Territories  
GoL ..... Government-online

### H

HNP ..... Haitian National Police  
HR ..... Human Resources  
HRSDC ..... Human Resources and Skills Development Canada

### I

IACP ..... International Association of Chiefs of Police  
IAFIS ..... Integrated Automated Fingerprint Identification System  
IBET ..... Integrated Border Enforcement Team  
IBIS ..... Integrated Ballistic Identification System

ICE ..... Immigration and Customs Enforcement (US)  
ICET ..... Integrated Counterfeit Enforcement Teams  
ICITAP ..... International Criminal Intelligence Training Assistance Program  
IIET ..... Integrated Immigration Enforcement Team  
IJI ..... Integrated Justice Initiative  
I&IS ..... Information and Identification Services  
IJMT ..... Integrated Joint Management Team  
IMET ..... Integrated Market Enforcement Team

IM/IT ..... Information Management/Information Technology

IMSWG ..... Interdepartmental Marine Security Working Group

INAC ..... Indian and Northern Affairs Canada

INSET ..... Integrated National Security Enforcement Team

INTERPOL ..... International Criminal Police Organization

IOS ..... Integrated Operations/Operational Support

IPB ..... International Peacekeeping Branch

IPM ..... Integrated Pest Management

IPOC ..... Integrated Proceeds of Crime

IPPs ..... Internationally-protected Persons

IPR ..... Intellectual Property Rights

IPT ..... Inuit Perceptions Training

IQT ..... Integrated Query Tool

IRM ..... Integrated Risk Management

IRPA ..... Immigration and Refugee Protection Act

ISADE ..... International Symposium on the Analysis and Detection of Explosives

IT ..... Information Technology

ITC ..... Industry and Trade Canada

ITS ..... International Travel Section

ITSM ..... Information technology Service Management

ITVB ..... International Travel and Visits Branch

IVPS ..... International Visits and Protocol Section

IWETS ..... Interpol Weapons Electronic Tracing System

### L

LO ..... Liaison Officer  
LTVP ..... Long-Term Vision and Plan

### M

M ..... Millions  
MAF ..... Management Accountability Framework  
MAFCS ..... Management Advisory Forum on Corporate Services  
MC ..... Memorandum to Cabinet  
MoA ..... Memorandum of Agreement  
MoU ..... Memorandum of Understanding  
MR ..... Management Review  
MRRS ..... Management Resources and Results Structure

### N

N/A ..... Not Applicable  
NAI ..... North American Initiative  
NAPS ..... National Aboriginal Policing Services



NCECC ..... National Child Exploitation Coordination Centre  
 NCJI ..... National Criminal Justice Index  
 NCPC ..... National Crime Prevention Centre  
 NDDB ..... National DNA Data Bank  
 NGO ..... Non-government Organization  
 NIBIN ..... National Integrated Ballistic Identification Network  
 N-III ..... National Inter-agency Integrated Information System  
 NIST ..... National Institute of Standards and Technology  
 NOC ..... National Operations Centre  
 NPETs ..... National Ports Enforcement Teams  
 NPS ..... National Police Services  
 NPSWG ..... New Partnership Security Working Group  
 NSOR ..... National Sex Offender Registry  
 NSP ..... National Security Policy  
 NWEST ..... National Weapons Enforcement Support Team

### O

OAG ..... Office of the Auditor General  
 OAS ..... Organization of American States  
 OC ..... Organized Crime  
 OCIEPEP ..... Office of Critical Infrastructure Protection and Emergency Preparedness  
 OMB ..... Operations Management Board  
 OPP ..... Ontario Provincial Police  
 OSCE ..... Organization for Security and Cooperation in Europe

### P

PAA ..... Program Activity Architecture  
 PCO ..... Privy Council Office  
 PD ..... Police Department  
 PIA ..... Privacy Impact Assessment  
 PIP ..... Police Information Portal  
 PIRS ..... Police Information Retrieval System  
 PMO ..... Prime Minister's Office  
 PoC ..... Proceeds of Crime  
 PPA ..... Preliminary Project Approval  
 PPS ..... Protective Policing Services  
 PRAS ..... Planning, Reporting and Accountability Structure  
 PROOF ..... Priority Rating of Operational Files  
 PROS ..... Police Reporting Occurrence System  
 PSAB ..... Procurement Strategy for Aboriginal Business  
 PSAT ..... Public Security and Anti-terrorism  
 PSEA ..... Public Service Employment Act  
 PSEPC ..... Public Safety and Emergency Preparedness Canada  
 PSMA ..... Public Service Modernization Act  
 PSTP ..... Public Security Technical Program  
 PWGSC ..... Public Works Government Services Canada

### Q

QA ..... Quality Assurance

### R

RBM ..... Results-based Management  
 RCMP ..... Royal Canadian Mounted Police  
 R&D ..... Research and Development  
 RECOL ..... Reporting Economic Crime Online  
 RM ..... Regular Member  
 RPP ..... Report on Plans and Priorities  
 RTID ..... Real Time Identification

### S

SAP ..... Software Application Product  
 SCONSAD ..... Senate Committee on National Security and Defence  
 SD ..... Strategic Direction  
 SDS ..... Sustainable Development Strategy  
 SEC ..... Senior Executive Committee  
 SGC ..... Solicitor General of Canada  
 SII ..... Service Improvement Initiative  
 SIN ..... Social Insurance Number  
 SMT ..... Senior Management Team  
 SOA ..... Security Offences Act  
 SOIRA ..... Sex Offender Information Registration Act  
 SOG ..... Standard Operating Guidelines  
 SPMD ..... Seized Property Management Directorate  
 SPP ..... Security and Prosperity Partnership  
 SPPB ..... Strategic Policy and Planning Branch

### T

TB ..... Treasury Board  
 TBS ..... Treasury Board of Canada Secretariat  
 TC ..... Transport Canada  
 TEAM ..... Total Expenditure Asset Management  
 Tech Ops ..... Technical Operations  
 TIP ..... Trafficking in Persons/People  
 TRA ..... Threat and Risk Assessment  
 TVTS ..... Travel and Visits Tracking System

### U

UK ..... United Kingdom  
 UN ..... United Nations  
 UNAMSIL ..... United Nations Mission to Sierra Leone  
 UNCIVPOL ..... United Nations Civilian Police  
 UNOCI ..... United Nations Operations in Cote d'Ivoire  
 UNODC ..... United Nations Office of Drug Control  
 USINS ..... US Immigration and Naturalization Service

### V

VANOC ..... Vancouver Olympic Planning Committee  
 VGT ..... Virtual Global Taskforce

### W

WMD ..... Weapons of Mass Destruction

### Y

YCJA ..... Youth Criminal Justice Act