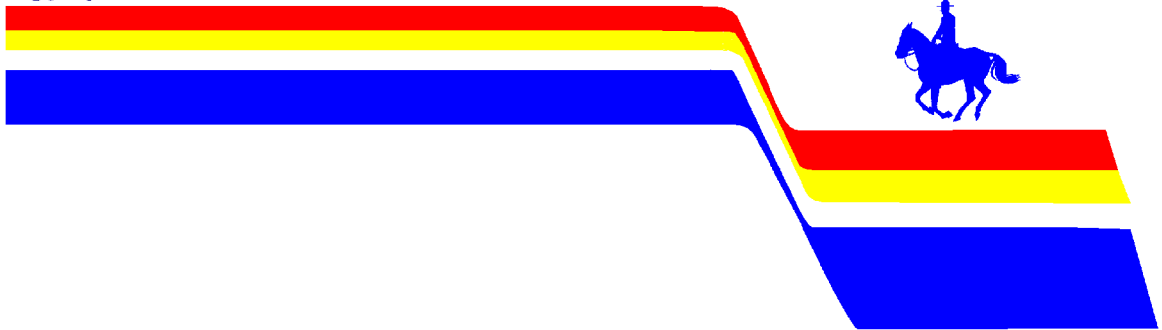




Royal Canadian  
Mounted Police

Gendarmerie royale  
du Canada



A Report  
on  
Plans and Priorities  
for  
1998/1999 - 2000/2001  
Royal Canadian Mounted Police

---

The Honourable Andy Scott, P.C., M.P.  
Solicitor General of Canada

---

## Table of Contents

---

<b>I</b>	<b><i>MESSAGES</i></b>	
	A.	<i>The Minister's Message</i> . . . . . iii
	B.	<b>Management Representation Statement</b> . . . . . iv
<b>II</b>	<b>DEPARTMENTAL OVERVIEW</b> . . . . .	1
	A.	<b>Mandate, Roles and Responsibilities</b> . . . . . 1
	B.	<b>Objective</b> . . . . . 2
	C.	<b>Departmental Expenditure Overview</b> . . . . . 3
<b>III</b>	<b>PLANS AND PRIORITIES</b> . . . . .	4
	A.	<b>Summary of Key Plans, Priorities and Strategies</b> . . . . . 4
	B.	<b>Details by Business Line</b> . . . . . 5
		<b>Context and Key Initiatives</b> . . . . . 5
	1.	<b>Federal Policing Services</b> . . . . . 9
	2.	<b>Contract Policing Services</b> . . . . . 15
	3.	<b>National Police Services</b> . . . . . 20
	4.	<b>Internal Services</b> . . . . . 24
	5.	<b>Peacekeeping Services</b> . . . . . 25
<b>IV</b>	<b>APPENDICES</b> . . . . .	27
	A.	<b>Listing of Major Federal Statutes and Formal Agreements</b> . . . . . 27
	B.	<b>Contact for Further Information</b> . . . . . 30
	C.	<b>Financial Information</b> . . . . . 32

## *The Minister's Message*

*As the Minister responsible for the RCMP, I am pleased to submit this Report on Plans and Priorities for the agency to Parliament.*

*1998 represents a significant milestone: we will be celebrating the 125<sup>th</sup> anniversary of the RCMP as Canada's national police force, a rich part of Canada's history and tradition, making a significant contribution to nation building through its profile.*

*The RCMP plays a key role in the Canadian criminal justice system. This Report provides a balanced perspective on the need to pursue traditional law enforcement measures by taking a tough stance on violent and organized crime and, at the same time, engaging in effective preventive measures, at the grassroots level, in partnership with our communities, including the aboriginal community.*

*The RCMP is also an important player in the evolution of integrated justice systems that are intended to cut across the country and various jurisdictions. Part of the challenge is to establish a networked police community, in terms of partnerships and information systems. The RCMP, through its multifaceted business lines and law enforcement tools, is in an excellent position to play an integrative leadership role in these evolving systems.*

*In the coming years, the RCMP will continue to serve the public by focussing on programs that promote the reality of the Government's "safe homes and safe streets" agenda.*

*The Hon. Andy Scott, P.C., M.P.  
Solicitor General of Canada*

**MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION**  
**Report on Plans and Priorities 1998-1999**  
**Un rapport sur les plans et les priorités 1998-99**

**I submit, for tabling in Parliament, the 1998-1999 Report on Plans and Priorities (RPP) for the Royal Canadian Mounted Police.**

**Je sou mets, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités (RPP) de 1998-1999 de la Gendarmerie Royale du Canada.**

**To the best of my knowledge (and subject to the qualifications outlined below), the information in this Report accurately portrays the agency's mandate, plans, priorities, strategies and expected key results.**

**À ma connaissance (et sous réserve des observations ci-dessous), les renseignements dans ce rapport décrivent fidèlement les mandat, plans, priorités, stratégies et résultats clés escomptés de l'agence. Ils sont également conformes aux instructions du Conseil du Trésor, ainsi qu'aux principes de divulgation. Les renseignements contenus dans ce rapport sont complets et exacts et dérivent de bons systèmes d'information et de gestion sous-jacents.**

**It is also consistent with Treasury Board's instructions and disclosure principles. The information contained in this Report is comprehensive and accurate and is derived from sound underlying information and management systems.**

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

**Je suis satisfait des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP.**

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

**Les ministres du Conseil du Trésor ont approuvé la structure de planification, de rapport et de responsabilisation (SPRR) sur laquelle s'appuie le document et qui sert de fondement à la reddition de comptes sur les résultats obtenus au moyen des ressources et des pouvoirs fournis.**

**Name/Nom: \_\_\_\_\_**

**Date: \_\_\_\_\_**

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

**VISION:** We will:

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.

**CORE VALUES OF THE ROYAL CANADIAN MOUNTED POLICE:**

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by:

integrity  
honesty  
professionalism  
compassion  
respect  
accountability

**COMMITMENT TO OUR COMMUNITIES**

The employees of the Royal Canadian Mounted Police are committed to our communities through:

unbiased and respectful treatment of all people;  
accountability;  
mutual problem solving;  
cultural sensitivity;  
enhancement of public safety;  
partnerships and consultations;  
open and honest communication;  
effective and efficient use of resources; and  
quality and timely service.



## DEPARTMENTAL OVERVIEW

### A. Mandate, Roles and Responsibilities

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

The RCMP is unique in the world since it is a national, federal, provincial and municipal policing body. It provides a total federal policing service to all Canadians and policing services under contract to the two territories, eight provinces (except Ontario and Quebec), over 200 municipalities and 62 First Nations communities.

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

The authority and accountability for executing the requirements of the *RCMP Act* rest with the Commissioner who reports to the Solicitor General of Canada. The Commissioner is supported by four regional Deputy Commissioners, and one Deputy Commissioner at National Headquarters. In addition, there are 13 divisional commanding officers and a Commanding Officer Depot Division (the RCMP training facilities in Regina, Saskatchewan) and 15 program directors at National Headquarters.

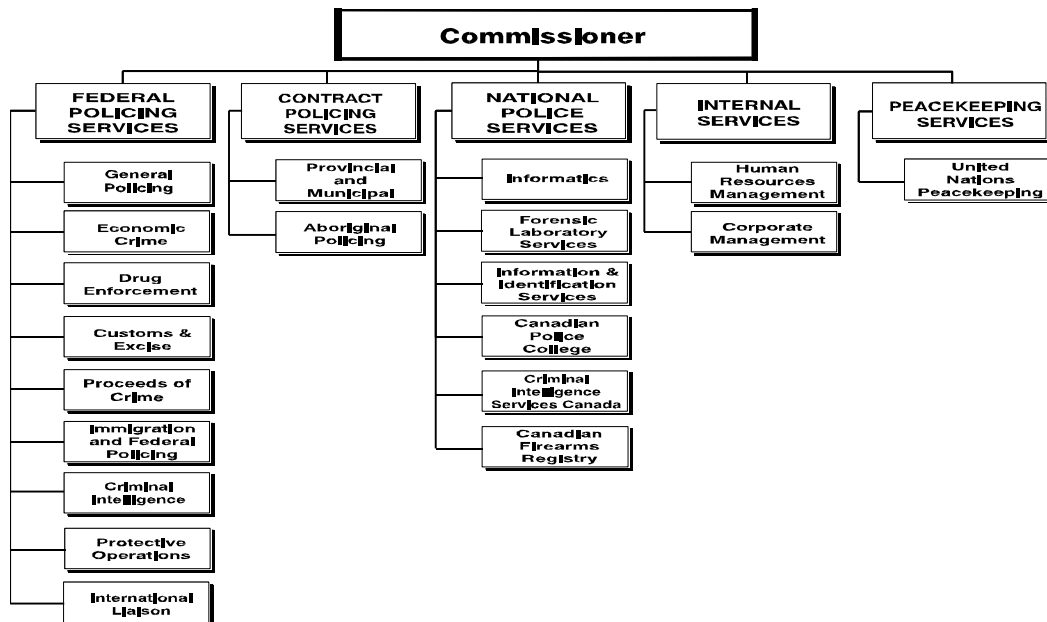
### The Royal Canadian Mounted Police Business Lines

The RCMP has five business lines which contribute to the overall objective of safe homes, safe communities, each comprising a number of service lines. The plans and priorities of four of these business lines are described in this report. However, the plans and priorities of the internal business line are not covered because, while it supports the four external business lines (through corporate management and human resources management), it does not provide services directly to Canadians. The business lines are:

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

### Figure 2: RCMP Service Lines





**B  
ive**

**Object**

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

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

The implementation of these strategic priorities may involve one or more of the five business lines simultaneously because of the interdependent nature of work in law enforcement and crime prevention. Services to aboriginal people, order maintenance, violent crime and youth crime are largely met through the provision of contract policing services, while transnational organized crime engages both federal and contract policing services. Programs such as



firearms registration or enhanced information services for containing organized crime involve National Police Services, since these are concerned with providing vital operational support across the Canadian law enforcement community.

### C. Departmental Expenditure Overview

**Figure 3: Financial Spending Plan**

(\$millions)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
<b>Gross Program Spending:</b>				
Federal Policing Services	572.0	497.9	487.8	487.4
Contract Policing Services	994.0	1,011.7	1,008.7	1,008.7
National Police Services	189.5	189.0	189.0	189.7
Internal Services	203.6	182.4	182.4	182.4
Peacekeeping Services	0.6	0.6	0.6	0.6
<b>Gross Planned Expenditures</b>	1,959.7	1,881.6	1,868.5	1,868.8
Less: Revenue Credited to the Vote	718.7	730.1	730.2	730.2
<b>Net Program Spending</b>	1,241.0	1,151.5	1,138.4	1,138.7
Less: Revenue Credited to the Consolidate Revenue Fund	18.0	18.0	18.0	18.0
Plus: Cost of Services Provided by other Departments	218.2	79.9	79.9	79.9
<b>Net Cost of the Agency</b>	1,441.2	1,213.4	1,200.3	1,200.6

\* Main Estimates for 1997-98 have been adjusted to reflect the 1998-99 Planning, Reporting and Accountability Structure (PRAS)





### III PLANS AND PRIORITIES

#### A. Summary of Key Plans, Priorities and Strategies

Figure 1 below provides a detailed summary of the RCMP's strategic priorities and specific initiatives for 1998/1999 to 2000/2001.

**Figure 1**

Strategic Priorities		Specific Initiatives
FEDERAL POLICING	Protection against organized crime	<ul style="list-style-type: none"> <li>• Anti-Smuggling Initiative</li> <li>• Proceeds of Crime</li> <li>• Coastal Enforcement</li> <li>• Immigration Enforcement</li> <li>• Consolidation of Federal Criminal Law Enforcement (in the RCMP)</li> <li>• Criminal Intelligence Program</li> </ul>
	CONTRACT POLICING	
	Protection from violent and youth crime	<ul style="list-style-type: none"> <li>• Reduction of Violent Crime and Youth Crime</li> </ul>
	Alternatives to the traditional justice system for aboriginal peoples	<ul style="list-style-type: none"> <li>• Nunavut Contract Policing Services</li> <li>• Aboriginal Justice Initiative</li> </ul>
	Policing services to support safe homes and safe communities	<ul style="list-style-type: none"> <li>• Restorative Justice</li> <li>• Five-Year Contract Review</li> <li>• New models of Administrating Policing</li> <li>• Integrated Police Information Reporting System (IPIRS)</li> </ul>
NATIONAL POLICE SERVICES	Law enforcement investigative tools and information	<ul style="list-style-type: none"> <li>• DNA Data Bank</li> <li>• Firearms Registry</li> <li>• Year 2000 Compliance</li> <li>• Integrated Justice Information System</li> <li>• Modernization of Canadian Police Information System (CPIC)</li> <li>• Improved Communications and Computer Support</li> <li>• Enhancement of Criminal Intelligence Information</li> <li>• Review of National Police Services (NPS)</li> </ul>
PEACEKEEPING SERVICES	Civilian police for peacekeeping missions	<ul style="list-style-type: none"> <li>• Releasibility and Mission Readiness</li> <li>• Canadian Police Agreement</li> </ul>



## B. Details by Business Lines

### Context and Key Initiatives

Federal Policing Services, Contract Policing Services, National Police Services, Peacekeeping Services business lines are influenced by factors such as:

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

#### **DEMOGRAPHIC FACTORS**

- An aging society fosters vulnerability of the elderly and may have impact on crime trends
- A growing pool of alienated youth who are involved with street gangs and youth violence
- A higher than average growth rate of the aboriginal population, lending urgency to aboriginal justice matters
- Continuing trend towards urbanization

#### **CRIME FACTORS**

- Continuing public concern with personal safety, including violent crime, youth crime, family violence, and hate crime
- Rapidly growing transnational organized crime
- Growth in off-shore and trans-border criminal activities such as the smuggling of illegal aliens, international telemarketing fraud, and various new forms of commercial crime
- Black market implications associated with the proposed diamond industry in the Northwest Territories
- Escalating use of explosives by criminals and terrorists

#### **SOCIO-ECONOMIC FACTORS**

- Continuing tight government fiscal policy
- Competition for policing contracts
- Privatization

#### **TECHNOLOGICAL FACTORS**

- Pressures for an integrated justice information system and integrated responses to crime
- The "Year 2000" conversion challenge
- Emerging technologies, such as communications interception, information warfare capabilities, use of DNA evidence, and criminal use of the Internet
- Old laws related to technology will need to be updated and new ones created
- Issues related to technological security are becoming more critical and pervasive
- Increasingly complex criminal networks demanding innovative technological responses

#### **POLITICAL FACTORS**

- The imminent creation of the Nunavut Territory
- Renewed public concern with the accountability of government institutions
- Unity/Sovereignty issue
- International conflicts requiring peacekeeping missions



**Internal Factors:** The RCMP is also responding to a number of internal factors, included in the following chart:

- Finding additional innovative and effective measures to **combat crime**, building on initiatives such as DNA Databank, Firearms Registry and IPOC (Integrated Proceeds of Crime Unit)
- continuing efforts to produce cost-savings, management efficiencies and alternative service delivery
- increasingly strong participation in support of *horizontal issues* across government and the portfolio
- building a stronger federal policing role
- sustaining the momentum initiated by the *five-year contract review* process by beginning preparations for the next review in 2002
- continuing efforts to advance an *integrated justice information framework*
- identifying sources of future funding for the development and implementation of the **Integrated Police Information Reporting System (IPIRS)** as the foundation for RCMP participation in integrated justice information systems
- continuing efforts to implement measures reflected in the government *Quality Service Initiative* into the service delivery mechanisms of the RCMP, through community policing
- developing sound *performance indicators* as part of government-wide efforts to demonstrate value for money and accountability
- consolidating the *regionalization* of service delivery through four new regional offices, the realignment of headquarters, and the challenges of delivering all the business lines through this structure
- *integrating* financial and human resources, as well as strategic planning; and improving the coordination of policy activities, environmental scanning, and strategic management
- further advancing *human resources development*

### Key Government Initiatives:

RCMP initiatives reflect the commitments of the federal government, as identified in the Government's criminal justice program, as well as the priorities of those provincial, territorial and municipal governments with which the RCMP has service contracts. The RCMP activities are also being influenced by broader, cross-sectoral or "horizontal" policy issues shared with other federal government partners. At the federal level, key initiatives include:

- strategies to disrupt *transnational organized crime* and *international organized crime*, including the *Anti-Smuggling Initiative* and the forfeiture of proceeds of crime;
- *Gun Control*, including the registration of firearms at RCMP detachments;
- the proposed *DNA data bank*;



- the *National Strategy on Community Safety and Crime Prevention* whose “safe homes/safe streets” agenda provides the context for the Force’s “safe homes, safe communities” priority;
- *Canada’s Drug Law Enforcement and Control Strategy*;
- *Brighter Futures*, to reduce the likelihood of children and youth being at risk of coming into contact with the law, either as victims or as offenders;
- new *information technologies* to enhance and upgrade police information sharing and networking potential with all partners in the Criminal Justice System;
- the Government’s foreign policy to provide a Canadian commitment for civilian police peacekeeping and other international policing activities through the program management and participation of the RCMP; and
- targeted strategies to take full advantage of the provisions of *Bill C-95, an Act to amend the Criminal Code (criminal organizations) and to amend other acts in consequence*, in joint operations with other law enforcement partners to combat organized criminal gang activity.

### **Key RCMP Initiatives:**

The following issues are associated with the delivery of RCMP services as a whole, thereby transcending the individual business lines. These include the following:

- *Contribution to national unity* through its image as a national symbol for Canada and its high profile presence.

In 1998, the RCMP is celebrating the 125th anniversary of its formation and establishment on the Canadian frontier. The celebrations will underscore the contribution made by the RCMP to the unification of the nation.

Milestones in the history of the Force include:

- May 23, 1998 the celebration of the passing of the Act approving the creation of the North West Mounted Police;
- September 25, 1998 the appointment of the first officers; and
- July 8, 1999 the celebration of the commencement of the March West.



A national committee has been set up to plan and undertake national events and to co-ordinate activities taking place across Canada in RCMP divisions. Most of the work will be accomplished through the efforts of volunteers.

At the national level, RCMP 125 projects include:

- the issuance of a commemorative stamp by Canada Post Corporation and a coin by the Royal Canadian Mint;
  - the commemoration of the March West in 1999 through re-enactment along the route of the march in Manitoba, Saskatchewan and Alberta;
  - documentary films for television; and
  - the publication of a history of the North West Mounted Police, Red Coats on the Prairies.
- Service delivery mechanisms of the RCMP (i.e. community policing) that will reflect the *quality service initiative*.
  - Restorative justice and community justice forums as part of the community policing philosophy.
  - National leadership role in combatting and forging partnerships to combat organized crime, e.g., *Proceeds of Crime Initiative* and *Anti-Smuggling Initiative*.
  - Contribution to the prevention and reduction of crime and victimization to provide for safe homes and safe communities.
  - Integrating role for Canadian law enforcement agencies by sharing law enforcement investigative tools and information, mainly through National Police Services.
  - International profile and presence by representing Canadian law enforcement on the world stage.



## 1. FEDERAL POLICING SERVICES

### **Business Line Objective:**

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

### **Service Lines within Federal Policing Services:**

A segment of **General Policing** service line is Technical Operations which maintains a variety of technical services aimed at providing investigative support services to Canadian law enforcement agencies, including such measures as the profiling of unknown offenders, indirect personality assessment, equivocal death analysis, crime scene analysis, geographic profiling of crimes, truth verification services including the use of polygraph examinations and the Violent Crime Linkage Analysis System (ViCLAS).

Technical Operations also include the RCMP's Air Services which provide quick access to remote communities in direct support of the Force's law enforcement and public safety activities.

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

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

**Customs and Excise** enforces laws within Canada and along the Canadian/United States border, in conjunction with clients, partners and the community. These activities include: the international movement of dutiable, taxable, prohibited or controlled goods; the manufacture, distribution or



possession of contraband products including tobacco and spirits; the illicit traffic of critical high technology and strategic goods; and the enforcement of acts or regulations that impose non-tariff (permit) controls on the international movement of commodities.

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

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

The Federal Policing segment objective is to investigate or assist in the investigation of 187 federal statutes in areas such as Environmental and Wildlife, Public Safety, Consumer Protection, and Financial Loss to the Government.

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

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

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



## Key Plans and Strategies for Federal Policing Services:

### a) Protection Against Organized Crime

The control of organized crime is part of the Government's commitment to "safe homes, safe streets". The RCMP helps reduce the profit of criminal enterprises. Organized crime demands specific and focused responses with strong national arrangements to deal with the problem efficiently and effectively to make Canada a vital international partner.

- **Anti-Smuggling Initiative (ASI)**

Despite success in removing small and medium-level smuggling activity, larger sophisticated criminal organizations continue to successfully engage in the smuggling and distribution of contraband goods including tobacco, alcohol, jewellery and firearms.

Continued commitment of the federal government to the ASI program will enable effective investigation of organized criminal smuggling groups and the protection of Canada's international borders.

- **Proceeds of Crime (POC)**

The Proceeds of Crime initiative was made possible by assembling existing RCMP resources and resources from Canada's Drug Law Enforcement and Control Strategy for anti-drug profiteering and the National Action Plan to Combat Smuggling. These investigations are undertaken through a multi-disciplinary interdepartmental team approach involving police investigators, forensic accountants and prosecutors. These units comprise 308 RCMP staff, 17 forensic accountants and 26 provincial and municipal officers.

In 1996, the government approved an initiative which resulted in the integrated response concept being expanded, by creating 10 new Integrated Proceeds of Crime (IPOC) units and by enhancing the three existing Integrated Anti-Drug Profiteering (IADP) units in Vancouver, Montreal and Toronto.

In 1997, the government enacted **Bill C-95**, *an Act to amend the Criminal Code (criminal organizations) and to amend other acts in consequence* which is an important tool to prevent and deter criminal activity by organized criminal gangs and their members. It will assist law enforcement partners to investigate, prosecute and forfeit the proceeds of organized criminal gang activity.





In keeping with the strategic priority of innovative program delivery, a vital role for Proceeds of Crime enforcement will be to provide input to developing specific legislation, and responding to immigration trends and technological advances.

Drug trafficking is one of the most profitable of criminal activities and hence attractive to organized crime. The RCMP will continue to investigate this type of crime by working jointly with other agencies, both foreign and domestic, especially for activities such as intelligence gathering, and the surveillance and interception of drug trafficking aircraft and ships.

It is increasingly difficult for the police to target the most successful criminal organizations. Rapid changes in technology make it easier for money launderers to conduct their activities. Legislative change is being considered to deal with criminal activities being generated through increasingly sophisticated technology. With the globalization of criminal activity, Proceeds of Crime investigations are increasingly conducted in languages other than English and French. Jurisdictional issues may also arise; the illegal activity may be either a federal or provincial offence depending on the primary criminal activity of the criminal organization under investigation.

- **Coastal Enforcement**

This enforcement initiative helps prevent drug smuggling along Canada's coastlines by:

- co-ordinating arrangements with the Department of National Defence, Fisheries and Oceans, Canadian Coast Guard, and the United States, and
- providing services such as transportation and surveillance.

The initiative includes a number of activities: analysis of information, ship boarding capabilities for emergency response teams, detection, interception and directed landing of drug smugglers utilizing aircraft; and access to an international computer system (ADNET: Anti-Drug Network).

Action to support this initiative includes: training of uniform police personnel, both from RCMP and other police agencies, and using the assistance of other professionals from related industries across the country. This assistance then results in more efficient law enforcement against persons who carry out contraband smuggling.

Coastal enforcement optimizes existing resources by training them to work more efficiently and effectively. Communities work in partnership with the police to help curtail the efforts of organized criminal groups, by taking joint responsibility for resolving the problem.

- **Immigration Enforcement**



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

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

- detection, investigation and prosecution of criminal organizations involved in the smuggling of illegal immigrants to Canada;
  - investigation of immigration consultants and Canadian officials who circumvent the immigration process through illegal activities for personal gain;
  - criminal screening with respect to organized crime groups and modern war criminals; and
  - arrest of any person who is the subject of a deportation order as a result of serious criminal history in this country.
- 
- **Consolidation of Federal Criminal Law Enforcement in the RCMP**

The 1995 Federal Budget directed the RCMP to explore with Treasury Board, the Privy Council Office, the Solicitor General of Canada and other federal departments, opportunities to consolidate federal criminal law enforcement activities in the RCMP to achieve efficiencies across departments. The first three bilateral studies with Revenue Canada (Customs), Citizenship and Immigration, and Canadian Heritage (Parks Canada) have been completed and bilateral discussions are now ongoing with Human Resources Development Canada and Environment Canada in order to further this initiative. Although no specific cost savings have been identified, the exercise has improved joint departmental planning and implementation of law enforcement strategies through the adoption of the community policing principles of consultation, priority setting, resource sharing and partnerships and will be pursued within this context.



- **Criminal Intelligence Program**

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

Enhanced training related to counter-terrorism and criminal intelligence best practices has commenced for the members occupying these new positions.

Following the decision by Transport Canada to privatize Canadian airports, airport security responsibilities are being transferred from the RCMP to the police force of local jurisdiction. The RCMP will continue to play a key role in airports through an enhanced national security program (e.g., counter-terrorism) in conjunction with the phasing out of the airport policing program.

Due to the massive renovations at Dorval Airport, coupled with the transfer of flight operations from Mirabel to Dorval Airport, the federal government decided the timing is not appropriate to transfer airport protective services at Dorval Airport to another policing service. The RCMP Airport Police and Security Program therefore, will be re-instated for a three to five year period after which security arrangements will be reviewed

### Results Expectations for Federal Policing Services:

<i>Results Expected</i>	<i>Measures:</i>
<i>Reduction in the economic incentive for crime</i>	<i>Indicated by trends in the value of assets/seizures by the Integrated Proceeds of Crime (IPOC) units and under the Proceeds of Crime (POC) program</i>
<i>Contribution to increases in tax revenues</i>	<i>Indicated by trends in the value of assets/seizures under the Anti-Smuggling Initiative (ASI), including monies, property, all types of vehicles, drugs, contraband goods (e.g. tobacco, alcohol, jewellery, prohibited firearms) and by increases in federal and provincial tax revenues</i>
<i>Contribution to the prevention and reduction of transborder crime</i>	<i>Indicated by trends in organized illegal entries into Canada, alien smuggling organizations, suppliers of forged travel documents and counterfeiters of currency and negotiable instruments</i>



<i>Improved police response to organized crime</i>	<i>Indicated by completed organized crime investigations resulting in prosecutions and by partnerships with other agencies engaged in combatting national and transnational organized crime</i>
<i>Contribution to a decline in illicit drug consumption</i>	<i>Indicated by trends in the value of drugs seized, by trends in the number of drug investigations and/or arrests, and by increased participation in drug prevention programs for awareness and education</i>
<i>Contribution to a reduction in economic crime</i>	<i>Indicated by trends in successful investigations and arrests for domestic and transborder white collar crime in areas such as corporate crime, corruption, telemarketing fraud, securities and stock market fraud, computer crime and theft of telecommunications and counterfeiting</i>
<i>Enhanced quality of criminal intelligence and information</i>	<i>Indicated by the satisfaction of key partners and clients of the RCMP's Criminal Intelligence Program</i>
<i>Improved RCMP protection and security services</i>	<i>Indicated by an excellent record in the protection of foreign dignitaries and officials while in Canada, the Prime Minister, certain government dignitaries, and those Canadian international airports for which the RCMP has security responsibilities</i>
<i>Improved effectiveness of international liaison, overseas activities and the Interpol Program</i>	<i>Indicated by improved international cooperation with foreign police agencies and governments and increased involvement of Canadian police agencies in the Interpol Program</i>

## 2. CONTRACT POLICING SERVICES

### **Business Line Objective:**

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

### **Service Lines within Contract Policing Services:**

**Provincial and Municipal** policing objective is to deliver quality service through community policing. Services include crime prevention, order maintenance, traffic enforcement, Criminal Code enforcement and emergency services. The strategic priority is to increase the protection of Canadians from violent and youth crime.

**Aboriginal Policing** objective is to deliver policing services to aboriginal peoples through federal,



provincial and First Nations Community Tripartite Agreements or through contracts between the federal government and the RCMP. Its strategic priority is to work with all parties involved to provide aboriginal peoples with alternatives to the traditional criminal justice system.

### **Federal Benefits from Contract Policing:**

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

### **Key Plans and Strategies for Contract Policing:**

#### **a) Protection from Violent and Youth Crime**

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

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

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

The RCMP five-year strategic plan includes:

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



educational, marketing and communications strategies to promote service delivery to youth.

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

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

The RCMP will consider the recommendations developed by the Commissioner's Youth Advisory Committee in the formulation of its youth crime programs.

#### **b) Alternatives to the Traditional Justice System for Aboriginal Peoples**

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

- **Nunavut Contract Policing Services**

The new Nunavut Territory is to be created in 1999. The RCMP will be involved in developing a new model for the delivery of police services in an aboriginal territory in the Eastern Arctic. Discussions are ongoing with the Nunavut Implementation Commission concerning an agreement for the RCMP to provide policing services.

- **Aboriginal Justice Initiative**

The RCMP is supporting the Department of Justice in continuing the Aboriginal Justice Initiative (AJI). Aboriginal people would assume greater responsibility for the administration of traditional aboriginal justice in their communities.



**c) Policing Services to Support *Safe Homes and Safe Communities*****• Restorative Justice**

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

**• Five-Year Contract Review of Cost Base**

A review of the first five years of the 20-year Police Service Agreements with eight provinces and two territories was completed on March 31, 1997. No significant changes were made to the cost base. Mutual agreement is required and this makes it difficult for either party to make substantial changes. The next review is scheduled for 2002 with a view to a more equitable and fair distribution of changing costs between federal and provincial partners;

**• New Models of Administering Policing**

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

A *cost-effective model of policing* has been developed in Saskatchewan, with a proposal to remove the sub-division level of administration. Similar strategies are being adopted in British Columbia.

**• The Integrated Police Information Reporting System (IPIRS)**

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



## Results Expectations:

Contract Policing Services support the RCMP's objective for *safe homes, safe communities* through contracts with 10 client provinces and territories, whose respective objectives, priorities and goals are provided annually to the RCMP. In return, results are reported to each provincial and territorial government through an annual report provided on July 1 each year. This reporting enables clients to measure the impact of RCMP policing services within their jurisdiction and to assess performance in delivering those services.

While each provincial or territorial government discharges its accountability for expenditures on policing through its own legislature, the present report provides Parliament with a national perspective on the results expected from the RCMP across all 10 jurisdictions. In doing so, it accounts for the federal share of expenditures for delivering contract policing services and addresses the national benefit of the RCMP's involvement in contract policing.

<i>Results Expected</i>	<i>Measures:</i>
<i>Contribution to a downward trend in overall crime</i>	<i>Indicated by trends in police statistics for crime rates; trends in enforcement of Criminal Code offences; effective crime prevention programs; effectiveness of community policing initiatives</i>
<i>Contribution to a reduction in violent crime, youth crime and victimization</i>	<i>Indicated by trends in police statistics for crime rates; trends in enforcement of Criminal Code offences; police and community surveys of victims; partnerships with other agencies engaged in reducing violent crime; diversion and other programs; and the use of technology resources by police agencies to support the investigation of crime</i>
<i>Contribution to a reduction in traffic accidents resulting in major injuries and to a reduction in property damage</i>	<i>Indicated by trends in traffic statistics and the results of various traffic safety programs and initiative, managed both by the federal and provincial governments and insurance bureau data</i>
<i>Contribution to a reduction in property damage resulting from theft or vandalism</i>	<i>Indicated by trends in crime statistics</i>
<i>Contribution with aboriginal peoples to policing approaches and initiatives that are responsive to the needs of aboriginal communities and are reflective of their culture</i>	<i>Indicated by the trends in the use by the RCMP and aboriginal communities of preventive, restorative measures; and satisfaction expressed by clients, victims, communities and service providers</i>
<i>Reduction in the number of public complaints found justified against RCMP members</i>	<i>Indicated by an improvement in the ratio of "founded" (i.e., supported) complaints to the number of regular RCMP members</i>
<i>Increased satisfaction by clients and partners about RCMP services</i>	<i>Indicated by satisfaction expressed by clients, victims, communities, and contract jurisdictions</i>





<i>Policing services in the new Nunavut Territory</i>	<i>Indicated by a formal policing services agreement between governments</i>
<i>Contribution to reduced fear of victimization</i>	<i>Indicated by trends in results of surveys of Canadians</i>

### 3. NATIONAL POLICE SERVICES

#### **Business Line Objective:**

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

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

#### **Service Lines within National Police Services:**

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

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

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



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

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

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

### **Key Plans and Strategies:**

#### **a) Law Enforcement Investigative Tools and Information**

- **Year 2000 compliance**

The RCMP has a large number of national and division level computer applications and hardware requiring modification for the year change from 1999 to 2000. The Year 2000 problem" can affect any computer chip that has a date control feature on it . The RCMP is giving this top priority to ensure that all mission critical components are fully operational by January 1, 2000.



- **DNA Data Bank**

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

The RCMP has assisted the government in developing legislation to establish a national DNA data bank which will be used for police investigations. Legislation describing the DNA data bank was introduced in Parliament on September 25, 1997. In response to increased demand for DNA analysis and in preparation for compatibility of methodology and information with the DNA data bank, a faster and more sensitive DNA method is being implemented at all regional RCMP forensic laboratories.

- **Firearms Registry**

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

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

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



- **Integrated Justice Information System**

The current communications network, which permits access to the Canadian Police Information Centre by the Canadian policing community, will need to be replaced by a new network for all National Police Services. This new service (NPSN) will allow all criminal justice agencies across Canada to share information within a more integrated system.

- **Modernization of the Canadian Police Information Centre (CPIC)**

The Information and Identification Services Program plans to establish consultative forums and processes with its key partners across Canada to identify common information needs and develop a common approach to modernize CPIC. Modernization of technologies is necessary to allow direct access and entry by police agencies to police information data banks while maintaining existing standards for the records. As well, the program is intended to continue to promote the integration of information systems.

- **Improved communications and computer support**

The Informatics program plans to continue improving the computer infrastructure in support of the RCMP's internal Office Support System (ROSS) together with the National Police Services Network (NPSN). These improvements will enhance the RCMP's internal communications through electronic mail across the country and reduce paper flow. Other plans include infrastructure improvements to the RCMP's information management and retrieval system (IPIRS), the development of an electronic signature system, enhancing the RCMP's operational communications centres across Canada and improving radio communications in sparsely populated areas (the Mobile Satellite or MSAT project). As well, the RCMP plans to expand the highly successful mobile workstation project.

- **Enhancement of Criminal Intelligence Information**

Technological improvements to the national Automated Criminal Intelligence Information System (ACIIS II) are ongoing and plans have been developed for an interface between the Sûreté du Québec's criminal intelligence computer application and the RCMP's National Crime Data Bank (NCDB).

- **Review of National Police Services**

The RCMP has undertaken, with the Department of the Solicitor General of Canada, a review of its National Police Services to develop options for service delivery. The review seeks to identify emerging needs, improve client service and explore cost-sharing partnerships and alternative



methods of governance and service delivery. Initial consultations have been completed and options and recommendations are being developed.

### Results Expectations for National Police Services:

<i>Results Expected</i>	<i>Measures:</i>
<i>Implementation of second generation DNA analysis methodology</i>	<i>Replacement of DNA RFLP methodology with PCR STR methodology in regional labs</i>
<i>Timely availability of conclusions from forensic examinations</i>	<i>Client satisfaction &amp; impact on the resolution of criminal investigations</i>
<i>Confirmation of scientifically valid forensic processes</i>	<i>Achievement of milestones towards accreditation by the Standards Council of Canada</i>
<i>Increased accuracy of and client access to criminal history, fingerprint and firearms records</i>	<i>Reduction in quality control resources required and increased accuracy of data resulting from introduction of direct entry technology; increased satisfaction of users</i>
<i>Increased CPIC platform capacity and efficiencies in system response times</i>	<i>Client and service provider satisfaction with more reliable technology, added data capacity and more efficient system reactivity</i>
<i>Effective and timely sharing of high quality criminal intelligence on organized crime</i>	<i>Increased satisfaction by key partners with sharing criminal intelligence facilitated by Criminal Intelligence Services Canada (CISC)</i>
<i>Maintained or enhanced advanced training, research and library information services</i>	<i>Increased level of client satisfaction; increased use of library and research services</i>
<i>Contribution to the development of an integrated justice information system</i>	<i>Partnership planning in the development and interfacing of information gathering systems that incorporate the needs of the police, court system, and correctional services agencies</i>

## 4. INTERNAL SERVICES

### Business Line Objective:

The Internal Services support the management of the organization.

### Service Lines within Internal Services

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



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

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

## **5. PEACEKEEPING SERVICES**

### **Business Line Objective:**

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

### **Key Plans and Strategies for Peacekeeping Services:**

#### **Civilian Police for Peacekeeping Missions**

- **Releasibility and Mission Readiness:**

Releasibility continues to be a significant challenge in selecting qualified personnel to participate in peacekeeping and other missions and to manage the impact it has on the delivery of domestic policing services, both federal and contract. Efforts are being made to ensure that civilian police personnel who have been selected for peacekeeping and related activities are trained and available for deployment on a short term basis, pursuant to the Canadian Police Agreement.

- **Canadian Police Agreement**

In early 1997, funding was approved for up to 50 positions for Canadian civilian police personnel who would participate in peacekeeping missions. The funding for those positions actually deployed for peacekeeping missions is recovered from the government on an annual basis at the end of the fiscal year.



**Results Expectations for Peacekeeping Services:**

<i>Results Expected:</i>	<i>Measures:</i>
<i>Maintenance of the current commitment for Canadian police personnel in civilian police peacekeeping missions, in accordance with Canada's foreign police</i>	<i>Indicated by the deployment of an agreed number of Canadian police officers in missions for the length of Canada's commitment to each mission's mandate</i>
<i>Preparation and delivery of Canadian police personnel in readiness for peacekeeping missions in a timely and cost-effective manner</i>	<i>Indicated by the timely and cost-effective selection, training, deployment, and supplying of Canadian police on peacekeeping missions, without being a burden on domestic policing requirements</i>
<i>Effective management of Canada's non-peacekeeping, government-directed, developmental, international policing services</i>	<i>Indicated by further requests for Canadian international policing services, including human rights investigations</i>
<i>Accountability to the appropriate international authority for civilian police peacekeeping missions and non-peacekeeping policing services and successfully discharging all duties and responsibilities requested</i>	<i>Indicated by satisfaction with Canadian police personnel expressed by the international authority responsible for each peacekeeping and non-peacekeeping mission</i>
<i>Enhancement of the RCMP's international reputation</i>	<i>Indicated by the RCMP's continued participation in, and effective management of, Canada's civilian police peacekeeping and other government-directed, international policing services</i>



## IV APPENDICES

### *Major Federal Statutes and Agreements Administered by the RCMP*

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

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

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





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



### **Formal Agreements with Federal Government Departments, Agencies and Crown**

**Corporations:** The RCMP has signed over 1,100 Memoranda of Understanding with federal government departments, agencies and Crown corporations. These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians. The list below includes some of the partners with whom the RCMP has signed formal agreements:

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



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

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

## B. Contact for Further Information

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

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

### Statutory and Departmental Reports

- *Performance Report to Parliament, for the period ending March 31, 1997: Improved Reporting to Parliament - Pilot Document.* Ottawa: Minister of Supply and Services Canada, 1997. (Available: on the Treasury Board Secretariat Internet home page, see below; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).
- *1997/98 Estimates: A Report on Plans and Priorities for 1997/1998 - 1999/2000, Pilot Document.* Ottawa: Minister of Supply and Services Canada, 1997. (Available: on the Treasury Board Secretariat Internet home page, see below; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).
- RCMP Internet home page:  
<http://www.rcmp-grc.gc.ca>



- RCMP Community Policing Internet home page:  
<http://www.rcmp-ccaps.com>
- Treasury Board Secretariat home page, for RCMP audit reviews:  
<http://www.tbs-sct.gc.ca>
- Ministry of the Solicitor General of Canada Internet home page:  
<http://www.sgc.gc.ca>



## **C. Financial Information**

See financial tables on following pages.



### Spending Authorities - Ministry Summary Part II of the Estimates

<b>Vote (\$ thousands)</b>	<b>1998-99 Main Estimates</b>	1997-98 Main Estimates
35 Operating Expenditures	789,932	771,277
40 Capital Expenditures	110,528	120,931
(S) Pensions and other employee benefits - members of the Force	229,076	208,928
(S) Contributions to employee benefit plans	21,537	17,275
<b>Total Agency</b>	<b>1,151,073</b>	1,118,411

### Responsibility for Planned Spending by Program and Business Lines for 1998-99

(\$ millions)	Accountability*		
	Gross Program Spending	Less: Revenue Credited to Vote	Net Program Spending
<b>Program: Law Enforcement</b>			
Business Lines			
Federal Policing Services	497.9	0	<b>497.9</b>
Contract Policing Services	1,011.7	726.6	<b>285.0</b>
National Police Services	189.0	3.5	<b>185.5</b>
Internal Services	182.4	0	<b>182.4</b>
Peacekeeping Services	0.6	0	<b>.6</b>
<b>Total Planned Expenditures</b>	<b>1,881.6</b>	<b>730.1</b>	<b>1,151.5</b>

\* The Commissioner of the RCMP is accountable for all planned spending by business line for 1998-99.

### Planned Expenditures within Business Lines

(\$ millions)	Forecast Expenditures 1997-98 *	Planned Expenditures 1998-99	Planned Expenditures 1999-00	Planned Expenditures 2000-01
<b>Business Lines</b>				
<b>Federal Police Services</b>				
General Policing		141.1	140.5	140.1
Economic Crime		29.8	29.8	29.8
Drug Enforcement		77.5	77.5	77.5
Custom & Excise		57.7	48.1	48.1
Proceeds of Crime		39.8	39.8	39.8
Immigration & Federal		14.3	14.3	14.3
Criminal intelligence		43.5	43.5	43.5
Protective Operations		55.2	55.2	55.2
International Liaison		5.3	5.3	5.3
Support		33.7	33.8	33.8
<b>Total Federal Services</b>	572.0	<b>497.9</b>	487.8	487.4
<b>Contract Police Services</b>				
Provincial		617.7	614.8	614.8
Municipal		287.8	287.9	287.9
Aboriginal Policing		21.2	21.2	21.2
Support		84.9	84.9	84.9
<b>Total Contract Policing Services</b>	994.0	<b>1,011.7</b>	1,008.7	1,008.7
<b>National Police Services</b>				
Informatics		96.3	96.3	96.3
Forensic Laboratory		38.6	38.6	38.6
Information & Identification Services		30.4	30.4	30.4
Canadian Police College		8.0	8.0	8.0
Criminal Intelligence Services Canada		1.2	1.2	1.2
Canadian Firearms Registration		1.3	1.3	2.0
Support		13.2	13.2	13.2
<b>Total National Police Services</b>	189.5	<b>189.0</b>	189.0	189.7
<b>Internal Services</b>				
Human Resource Management		57.8	57.8	57.8
Corporate Management		109.9	109.9	109.9
Support		14.7	14.7	14.7
<b>Total Internal Services</b>	203.6	<b>182.4</b>	182.4	182.4
<b>Peacekeeping Services</b>				
United nations		0.0	0.0	0.0
Other		0.6	0.6	0.6
<b>Total Peacekeeping</b>	0.6	<b>0.6</b>	0.6	0.6
<b>Gross Planned Expenditures</b>	1,959.7	<b>1,881.6</b>	1,868.5	1,868.8
Less: Revenue Credited to Vote	718.7	<b>730.1</b>	730.2	730.2
<b>Net Total Agency</b>	1,241.0	<b>1,151.5</b>	1,138.4	1,138.7

\* Main Estimates for 1997-98 have been adjusted to reflect the 1998-99 Planning, Reporting and Accountability Structure (PRAS)

**Planned Full Time Equivalents (FTE's) by Business Line**

Subject to the RCMP Act

	Forecast 1997-98*	<b>Planned 1998-99</b>	Planned 1999-00	Planned 2000-01
<b>Federal Policing Services</b>	5,146	<b>4,504</b>	4,431	4,424
<b>Contract Policing Services</b>	10,152	<b>10,014</b>	10,014	10,014
<b>National Police Services</b>	1,116	<b>1,095</b>	1,095	1,095
<b>Internal Services</b>	746	<b>703</b>	703	703
<b>Peacekeeping Services</b>	6	<b>6</b>	6	6
<b>Total Program</b>	17,166	<b>16,322</b>	16,249	16,242

Subject to the Public Service Employment Act

	Forecast 1997-98*	<b>Planned 1998-99</b>	Planned 1999-00	Planned 2000-01
<b>Federal Policing Services</b>	522	<b>484</b>	479	479
<b>Contract Policing Services</b>	1,054	<b>1,043</b>	1,043	1,043
<b>National Police Services</b>	600	<b>598</b>	598	598
<b>Internal Services</b>	1,104	<b>1,112</b>	1,112	1,112
<b>Peacekeeping Services</b>	2	<b>2</b>	2	2
<b>Total Program</b>	3,282	<b>3,239</b>	3,234	3,234

\* Main Estimates for 1997-98 have been adjusted to reflect the 1998-99 Planning, Reporting and Accountability Structure (PRAS)



## Details of FTE Requirements

### Subject to the RCMP Act

(\$ dollars)	Forecast 1997-98	<b>Planned 1998-99</b>	Planned 1999-00	Planned 2000-01
<b>Salary Ranges</b>				
<30,000	25	<b>37</b>	37	37
30,000-40,000	667	<b>671</b>	671	671
40,000-50,000	10,269	<b>9,683</b>	9,610	9,603
50,000-60,000	3,127	<b>3,021</b>	3,021	3,021
60,000-70,000	2,615	<b>2,450</b>	2,450	2,450
70,000-80,000	295	<b>296</b>	296	296
>80,000	168	<b>164</b>	164	164
<b>Total</b>	<b>17,166</b>	<b>16,322</b>	<b>16,249</b>	<b>16,242</b>

### Subject to the Public Service Employment Act

(\$ dollars)	Forecast 1997-98	<b>Planned 1998-99</b>	Planned 1999-00	Planned 2000-01
<b>Salary Ranges</b>				
<30,000	2,619	<b>2,669</b>	2,664	2,664
30,000-40,000	250	<b>183</b>	183	183
40,000-50,000	395	<b>373</b>	373	373
50,000-60,000	7	<b>5</b>	5	5
60,000-70,000	8	<b>5</b>	5	5
70,000-80,000	3	<b>4</b>	4	4
>80,000				
<b>Total</b>	<b>3,282</b>	<b>3,239</b>	<b>3,234</b>	<b>3,234</b>

### Capital Expenditures by Business Line

(\$millions)	Forecast Spending 1997-98	<b>Planned Spending 1998-99</b>	Planned Spending 1999-00	Planned Spending 2000-01
<b>Business Lines</b>				
Federal Policing Services	18.0	<b>19.7</b>	19.5	19.5
Contract Policing Services	63.7	<b>57.5</b>	57.6	57.6
National Police Services	26.5	<b>26.5</b>	26.5	26.5
Internal Services	7.3	<b>6.8</b>	6.8	6.8
Peacekeeping Services	0.0	<b>0.0</b>	0.0	0.0
<b>Departmental Total</b>	115.5	<b>110.5</b>	110.4	110.4

\* Main Estimates for 1997-98 have been adjusted to reflect the 1998-99 Planning, Reporting and Accountability Structure (PRAS)

**Major Capital Projects by Business Line:** Due to the significant impact of Project 2000 costs, the RCMP is in the process of examining its entire Capital budget in an effort to provide funding to meet this urgent demand.

## Departmental Summary of Standard Objects of Expenditure

(\$millions)	Forecast Expenditures 1997-98	Planned Expenditures 1998-99	Planned Expenditures 1999-00	Planned Expenditures 2000-01
<b>Personnel</b>				
Salaries and Wages	1,130.9	<b>1,086.9</b>	1,080.5	1,080.1
Contributions to employee benefit plans	187.1	<b>211.5</b>	210.7	210.7
	<b>1,318.0</b>	<b>1,298.4</b>	1,291.2	1,290.8
<b>Goods and Services</b>				
Transportation and communications	124.8	<b>112.0</b>	110.5	110.5
Information	0.8	<b>0.8</b>	0.8	0.8
Professional and special services	114.9	<b>98.0</b>	96.7	97.4
Rentals	43.7	<b>39.0</b>	38.5	38.5
Purchased repair and upkeep	49.2	<b>43.3</b>	42.7	42.7
Utilities, materials and supplies	83.5	<b>75.5</b>	74.5	74.5
Other subsidies and payments	46.4	<b>43.1</b>	42.5	42.5
Minor Capital	22.4	<b>20.6</b>	20.4	20.4
	<b>485.7</b>	<b>432.2</b>	426.4	427.1
Total Operating	1,803.7	<b>1,730.6</b>	1,717.6	1,717.9
<b>Capital</b>				
Controlled Capital	115.5	<b>110.5</b>	110.4	110.4
<b>Transfer payments</b>	40.5	<b>40.5</b>	40.5	40.5
<b>Gross budgetary expenditures</b>	<b>1,959.7</b>	<b>1,881.6</b>	1,868.5	1,868.8
<b>Less: Receipts and Revenues Credited to the Vote</b>	718.7	<b>730.1</b>	730.2	730.2
<b>Net budgetary expenditures</b>	<b>1,241.0</b>	<b>1,151.5</b>	1,138.4	1,138.7

**Program Resources by Business Line for the Estimates Year**

(\$millions)	Budgetary					Statutory Items	Non- budgetary Loans Investments and Advances	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
	FTE	Operating	Capital	Grants and Contributions	Gross Voted					
<b>Business Lines</b>										
Federal Policing Services	4,988	469.0	19.7	9.2	497.9	0.0	0.0	497.9	0.0	497.9
Contract Policing Services	11,057	930.9	57.5	23.3	1,011.7	0.0	0.0	1,011.7	726.6	285.1
National Police Services	1,693	158.5	26.5	4.0	189.0	0.0	0.0	189.0	3.5	185.5
Internal Services	1,815	171.6	6.8	4.0	182.4	0.0	0.0	182.4	0.0	182.4
Peacekeeping Services	8	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.6
<b>Total Planned Expenditures</b>	<b>19,561</b>	<b>1,730.6</b>	<b>110.5</b>	<b>40.5</b>	<b>1,881.6</b>	<b>0.0</b>	<b>0.0</b>	<b>1,881.6</b>	<b>730.1</b>	<b>1,151.5</b>

## Details of Transfer Payments by Program

(\$ dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
<b>Grants</b>				
RCMP Veterans Association	1,900	<b>1,900</b>	1,900	1,900
International Association of Chiefs of Police	1,900	<b>1,900</b>	1,900	1,900
Survivors of members killed on duty	1,000,000	<b>1,000,000</b>	1,000,000	1,000,000
<b>Statutory</b>				
Pensions and Other Employee Benefits				
Pensions under the <i>RCMP Pension</i>				
<i>Continuation Act</i>	30,000,000	<b>30,000,000</b>	30,000,000	30,000,000
To compensate members of the RCMP for				
injuries received in the performance	9,000,000	<b>9,000,000</b>	9,000,000	9,000,000
of duty				
Pensions to families of members of the RCMP	100,000	<b>100,000</b>	100,000	100,000
who have lost their lives while on				
duty				
<b>Total Grants</b>	40,103,800	<b>40,103,800</b>	40,103,800	40,103,800
<b>Contributions</b>				
Contributions to non-RCMP candidates				
attending Canadian Police College	386,080	<b>386,080</b>	386,080	386,080
courses				
<b>Total Contributions</b>	386,080	<b>386,080</b>	386,080	386,080
<b>Total Grants and Contributions</b>	40,489,880	<b>40,489,880</b>	40,489,880	40,489,880

## Details of Revenues by Business Lines

Revenue Credited to the Vote	Forecast Revenue 1997-98	Planned Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01
(\$ millions)				
<b>Contract Policing Services</b>	715.2	726.6	726.7	726.7
<b>National Police Services</b>	3.5	3.5	3.5	3.5
<b>Total Credited to the Vote</b>	718.7	730.1	730.2	730.2
<b>Revenue Credited to the Consolidated Revenue Fund (CRF)</b>	18.0	18.0	18.0	18.0
<b>Total Revenue</b>	736.7	748.1	748.2	748.2

**Net Cost of Program for 1998-99**

(\$ millions)	Total
<b>Gross Planned Spending</b>	<b>1,881.6</b>
Plus:	
<i>Service Received without Charge</i>	
Accommodations provided by Public Works and Governments Services Canada (PWGSC)	7.2
Contribution covering employees' share of insurance premiums and costs paid by TBS	71.7
Employee compensation payments provided by Human Resources Canada	0.4
Salary and associated costs of legal services provided by Justice Canada	0.5
	79.9
<b>Total Cost of Program</b>	<b>1,961.5</b>
Less:	
Revenue Credited to the Vote	730.1
Revenue Credited to the CRF	18.0
	748.1
<b>Net Cost of Program</b>	<b>1,213.4</b>
<b>1997-98 Estimated Net Program Cost</b>	<b>1,441.2</b>