



Royal Canadian Mounted Police

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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Royal Canadian Mounted Police Gendarmerie royale du Canada



**2001/2002
Performance Report
Royal Canadian Mounted Police**

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

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Acronyms Used

ACIIS	Automated Criminal Intelligence System	INSETs	Integrated National Security Enforcement Teams
ACDP	Aboriginal Cadet Development Program	IOMGIA	International Outlaw Motorcycle Gang Investigators Association
ACUPIES	Automated Canada-United States Police Information Exchange System	IP	Intellectual Property
AFIS	Automated Fingerprint Identification Site	IPO	Intellectual Property Office
ASD	Alternate Service Delivery	IPOC	Integrated Proceeds of Crime
ASI	Anti-Smuggling Initiative	ISO	International Standards Organization
ATF	Bureau of Alcohol, Tobacco, and Firearms	ITS	Information Technology System
AYTP	Aboriginal Youth Training Program	MTF	Modernization Task Force
CACP	Canadian Association of Chiefs of Police	NCIC	National Criminal Information Centre
CCJS	Canadian Centre for Justice	OAG	Office of the Auditor General
CCRA	Canada Customs Revenue Agency	OAS	Organization of American States
CIC	Citizenship and Immigration Canada	OCCs	Operational Communication Centers
CICAD	Inter-American Drug Abuse Control Commission (Spanish Acronym)	OPP	Ontario Provincial Police
CIDA	Canadian International Development Agency	OSCE	Organization for Security and Cooperation in Europe
CISC	Criminal Intelligence Service Canada	OSR	Operational Statistics Reporting
CIVPOL	Civilian Police	MNACE	National Advisory Committee on the Environment
CJF	Community Justice Forums	NCPC	National Crime Prevention Centre
CPC	Canadian Police College	NIST	National Institute Standards of Technology
CPDTF	Commonwealth Police Development Task Force	NIVA	New Identities for Victims of Abuse
CPIC	Canadian Police Information Centre	NPS	National Police Services
CPSIN	Canada Public Safety Information Network	NSIS	National Security Intelligence Section
CRF	Consolidated Revenue Fund	PCC	RCMP Public Complaints Commission
CSC	Correctional Service Canada	PCO	Privy Council Office
CSE	Communications Security Establishment	PI	Program Integrity
CSIS	Canadian Security Intelligence Service	PMO	Prime Minister's Office
D.A.R.E.	Drug Abuse Resistance Education	PMSGO	Performance Measurement for Sustainable Government Operations
DEAL	Drug Education and Awareness for Life	POC	Proceeds of Crime
DFAIT	Department of Foreign Affairs and International Trade	PSAT	Public Security Anti-Terrorism
DOJ	Department of Justice	PWGSC	Public Works and Government Services Canada
DNA	Dioxyribonucleic Acid	RCMP	Royal Canadian Mounted Police
DND	Department of National Defence	RECOL	Reporting Economic Crime On-Line
DSRR	Division Staff Relations Representatives	RMOCCS	Regional Municipality of Ottawa Carleton Communication System
EAP	Environmental Action Plans	RPP	Report on Plans and Priorities
EMS	Environmental Management System	RTID	Real Time Identification
FAMU	Forensic Accounting Management Unit	SDS	Sustainable Development Strategy
FAMD	Forensic Accounting Management Division	SGC	Department of the Solicitor General of Canada
FATF	Financial Action Task Force	SPMD	Seized Property Management Directorate
FBI	Federal Bureau of Investigation	SPURS	Simplified Paperless Uniform Reporting System
FES	Federal Enforcement Section	TBS	Treasury Board of Canada Secretariat
FIB	Financial Intelligence Branch	UCR	Uniform Crime Report
FINTRAC	Financial Transaction and Reports Analysis Centre of Canada	UN	United Nations
FLS	Forensic Laboratory Services	USCS	United States Custom Service
FTE	Full Time Equivalent	USINS	United States Immigration and Naturalization Service
HQ	Headquarters	ViCLAS	Violent Crime Linkage Analysis System
HRDC	Human Resources Development Canada	WHO	World Health Organization
GOL	Government On-Line	YCJA	Youth Criminal Justice Act
IBCCS	Interior British Columbia Communication System		
IBETs	Integrated Border Enforcement Teams		
ICDP	Inuit Cadet Development Program		
INAC	Indian Affairs and Northern Affairs Canada		

Executive Summary Chart

Public Safety Areas:	What we did:	Self Assessment	Page
Federal Policing <ul style="list-style-type: none"> • Money laundering – globally • Revenue loss to governments – estimated \$2.5 billion due to smuggling and illegally manufactured controlled goods • Criminal trafficking of migrants – strengthened with the increased involvement of organized transborder networks • Drugs sales – profit estimated at \$18 billion annually • Economic Crime – crime estimated at \$3 billion annually • Crime Prevention – through education and public awareness • Training – priority for criminal operations and investigations 	<ul style="list-style-type: none"> • seized \$46 million assets, charged 187 individuals, \$59.4 million referred for investigation • seized \$50.2 million in smuggled and illegally manufactured controlled goods; charged 509 individuals • screened over 46,000 refugee claimants, deterred 723 inadmissible migrants; seized 700 fraudulent travel or identity documents • seized over \$1 billion in drugs; investigated 57,891 drug offences • provided crime prevention education in the areas of Fraudulent Telemarketing; investigated Fraudulent Bankruptcies at \$1.6 billion • provided training and public awareness sessions in a variety of areas – drug prevention, economic crime programs, customs prevention programs • prepared and delivered training packages nationally (Undercover, Human Sources and Witness Protection training) to foreign countries that could benefit from RCMP experience in high risk areas 	<ul style="list-style-type: none"> ■ ■ ■ ▲ ▼ ■ ■ 	<ul style="list-style-type: none"> 22 23 24 27 28 28 26, 30
Contract Policing <ul style="list-style-type: none"> • Overall crime increased – total offences up by 9.7% to 1,276,680 • Property crime – up 7.7% to 333,908; youths charged with property crimes decreased and 16% diverted pre-charge • Violent crime – up 6.2% to 99,166; assaults increased by 4.9% (61% of charges laid); weapons offences up by 27% to 6,787; 1 of 3 aboriginal women abused • Youth involvement in crime – criminal code charges (excluding traffic) against young persons unchanged at 26,735; youths chargeable but not charged up 15% • Road safety – persons killed in crashes decreased by 2.3%; impaired driving offences up sharply 36% to 42,375 • Public complaints – resolved 1550 outstanding complaints; 16% withdrawn up from 13%; 40% resolved informally and informal resolutions increased by 7% 	<ul style="list-style-type: none"> • continued to implement community policing strategies to encourage victims to report crimes • built police/community partnerships to reduce opportunities to commit property crime; made funding available for crime prevention initiatives, reduced charges against youth through restorative justice programs • improved responses to violent crime and services to victims; established community service offices; enforced provincial guidelines for spousal abuse; partnered with social agencies; and worked extensively with high risk communities • combined strategies of increased focus on root causes and culturally appropriate restorative justice; increased social engagement of youth in communities; improved dialogue between police and youth • all provinces received improved traffic services training; delivered traffic enforcement and education programs; improved service delivery in all but 2 provinces; improved evaluation of traffic function • increased public satisfaction with conduct of officers; increased use of community-based policing model; increased delegation of authorities to direct field-level resolution 	<ul style="list-style-type: none"> ■ ▲ ■ ■ ■ ▲ ■ 	<ul style="list-style-type: none"> 36 37 38 41 45 46
National Police Services <ul style="list-style-type: none"> • Quality forensic evidence – to support police investigations • Accurate criminal history and fingerprint information – to ensure efficient and effective law enforcement • Accurate and reliable criminal intelligence – to combat organized and major crime • High Quality Training – to meet rise in organized and high-tech crime, and threats to national security 	<ul style="list-style-type: none"> • delivered over 14,000 forensic examination requests, 9000 forensic cases, over 2,500 DNA cases • managed 3.1 million criminal record files, screened over 500,000 fingerprints, identified 6,200 criminals through fingerprint searches • responded to over 27 million criminal history enquiries; identified/eliminated suspects successfully in 31% of cases, partnered with over 380 police and law enforcement/government agencies • trained over 2800 police personnel in 40 different courses, 642 students completed on-line courses, provided executive training, provided seminars, Web sites and library material 	<ul style="list-style-type: none"> ■ ■ ■ ■ 	<ul style="list-style-type: none"> 51 53 53, 54 56
Peacekeeping <ul style="list-style-type: none"> • International peace and security – through civilian police peacekeeping missions 	<ul style="list-style-type: none"> • successfully fulfilled Canada's international commitment on 6 peacekeeping missions • contributed to the training development of police officers and middle and senior managers in war-torn countries 	<ul style="list-style-type: none"> ■ ■ 	<ul style="list-style-type: none"> 59 60
Protective Policing Services <ul style="list-style-type: none"> • Safeguard – Canadian and foreign dignitaries and their official residences/Internationally Protected Persons 	<ul style="list-style-type: none"> • protected Canadian and foreign dignitaries on over 1,100 occasions; protected 20 major events; protected 663 embassies and consulates across Canada 	<ul style="list-style-type: none"> ■ 	<ul style="list-style-type: none"> 63
<p>▲ Exceeded our expectations ■ Met our expectations ▼ Did not meet our expectations</p>			

Minister's Message

I am pleased to submit to Parliament the Performance Report for the Royal Canadian Mounted Police (RCMP) for the period ending March 31st, 2002. Commissioner Zaccardelli's vision for the RCMP is for it to become an internationally recognized organization of excellence. I am pleased to report that the organization has covered a great distance in reaching this goal.

The Solicitor General portfolio encompasses five key areas: the Department of the Solicitor General, the RCMP, the Correctional Service of Canada, the National Parole Board, the Canadian Security and Intelligence Service and three review bodies. These organizations are partners in fulfilling our broad mandate to ensure the safety of Canadians. The RCMP plays an integral role in this partnership and also in furthering the Government of Canada's agenda to enhance the capacity of local communities to deal with conflict and prevent crime.

We cannot ignore the events of September 11th or how they continue to influence our world. Governments around the world have shifted their priorities as a result of the increasing pressures to ensure security in an environment fraught with uncertainties. We remain committed within the Solicitor General portfolio, as does the Government of Canada, to ensuring that the safety of Canadians is paramount.

There is high level coordination with national and international police and intelligence services to ensure we are sharing the best information and techniques to address any threats. The RCMP and other partners will continue their efforts to intensify Canada's ability to meet the many challenges of a global, increasingly interconnected world.



While the Government of Canada is developing strategies to eliminate the threat of terrorism, we continue to invest significant resources into other key areas. Diminishing organized crime has remained high on the list of RCMP objectives. Among many other initiatives, the Government of Canada introduced new legislation recently to provide the RCMP and others with the necessary tools to infiltrate and dismantle organized crime at all levels.

In order to achieve and maintain safe communities, there must be strong collaboration between law enforcement and the public toward the *prevention* of crime. We continue to develop strategies to build on the collective strength of the RCMP and our communities as key partners. Among other initiatives, the Government of Canada announced in July 2001 that the *National Strategy on Community Safety and Crime Prevention*, established in 1998, would be expanded with \$145 million dollars in additional funding. This money will aid organizations like the RCMP in attacking the root causes of crime.

The RCMP is committed to being an organization of excellence. In achieving this goal, it continues to implement both immediate and long-term measures to address crime. This continued dedication facilitates the Government of Canada's balanced approach to ensuring public safety. This report details many examples of the exceptional work delivered by RCMP's employees across the country. I am confident that the organization will maintain this progress as it continues to work on an integrated approach to keeping Canadians safe.

I welcome your perspectives on this and other Solicitor General performance reports as we continue to serve the public safety needs of all Canadians.

A handwritten signature in black ink that reads "Lawrence MacAulay". The signature is written in a cursive, flowing style.

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

Commissioner's Introduction

My message in last year's DPR spoke of our rapidly changing work environment, but I could not have predicted how transformative the last year was for the RCMP, for Canada, and for our alliance of friends and neighbours around the world.

The events of September 11th, 2001 galvanized the RCMP and indeed all Canadians to stand shoulder-to-shoulder with an alliance of democratic nations to fight terrorism. The Government of Canada supported us in our efforts by committing additional resources to investigative and preventative measures that helped protect innocent civilians at home and across the globe.

But, while counter-terrorism measures took centre stage for many months of this fiscal year, we maintained focus on outcomes against our five strategic priorities – organized crime, youth, international police services (including peacekeeping), restorative/alternative justice and integrated policing. At the same time we fully met provincial, municipal and First Nations policing obligations in communities across Canada. The Force also demonstrated its ability to continue to provide proactive – as well as reactive – policing programs and services.



In fact, I would say that the 2001-2002 fiscal year was proof positive that our journey towards being an organization of excellence – in both management and operations – is well underway. Given an event as unpredictable and of the magnitude of September 11th, we were able to readjust our priorities to meet immediate safety and security requirements, while continuing our excellent work in ongoing policing activities.

Now, as we move forward, it is critical that the Force continues to build our four organizational “pillars” – intelligence-led, values-based, bridge-building and accountability. We will continue our progress to excellence in the area of strategic management and performance reporting. We will look for ways to expand operational partnerships at home and around the world. And, we will undertake all of this while upholding the values and legacy of an organization that has been serving our citizens for 129 years.

I encourage you to read this document and celebrate our achievements. I also encourage you to hold the Force to task in the areas where we may have fallen short. For my part, I pledge that I will work towards excellence in the RCMP, to ensure safe homes and safe communities for all Canadians.

A handwritten signature in black ink, reading "G. Zaccardelli". The signature is written in a cursive, flowing style.

G. Zaccardelli
Commissioner

Prologue – Changing the Way We Tell Our Story

The 2001-02 fiscal year marks the second year milestone in our 5-year journey to becoming a *strategy-focussed organization of excellence*. We are making notable progress not only operationally – improving the policing programs/services we deliver to Canadians – but also in strengthening the management and administration of the Force. We now have to ensure that the way we “tell the RCMP’s performance story” in our reporting to Canadians fully reflects these changes/progress.

The RCMP has a 129-year history of outstanding service to Canadians in many ways and with many programs/services, and we want to continue to build on that legacy. However, a significantly shifting policing environment is dictating substantial changes to our organization in both our management and in our operations. Our focus can no longer be only on the road directly ahead of us. We need to be more proactive and more strategic – looking farther into the future, assessing the changes to our environment, and realizing the full value of our planned activities. An “organization of excellence” is an organization with credibility and respect – excelling in management practices and world-class in its operations – an organization that is both transparent and responsive to the needs of Canadians. This is the story we want to tell.

As we indicated in last year’s DPR, and most recently in our Report on Plans and Priorities, the RCMP wants to be able to tell Parliamentarians and Canadians about the value we add to Canadian society. The evolution to strong and meaningful accountability between government departments and the Canadian citizens served is difficult – there is often a lot of ambiguity about the “bottom-line.” We have undertaken that challenge. We want to describe outcomes and achievements against our strategic framework – the strategic goals, priorities and objectives that define why we exist – not just report the outputs from our various business lines.

In recent years, our Departmental Performance Report has been structured along business line reporting – separated into five sections – Federal Policing, Contract Policing, National Policing Services, Peacekeeping, and Protective Services. Those business lines are a manifestation of our internal management structure and are of limited interest to Canadians. We increasingly want to align our departmental performance reporting with our strategic agenda. We want to be able to tell our partners/stakeholders/citizens how we are doing in the delivery of critical services that matter to them, to demonstrate that tax dollars are used in the best possible way, and to report results – positive and negative – based on the

strategic goals/priorities, that they understand and support.

Reporting measurable results against clear priorities – Organized Crime and Terrorism, International Policing, Youth, Restorative/Alternative Justice and Integrated Policing – will help focus Canadians on achievements that matter to them – our goal of **Safe Homes, Safe Communities**.

By establishing the clear linkage between expenditures of funding and resources on activities/initiatives in support of our strategic priorities and the reduction of crime, we can demonstrate real value for money. And, we are telling a better story of both our achievements and our deficiencies – as constrained by the environment in which we work and our capacity to deliver.

In our reporting, we are guided by principles outlined in the Modern Comptrollership initiative – results-oriented, and responsible spending. We have adopted and implemented Performance Management practices and the Balanced Scorecard tools to ensure management focus on optimal performance reporting against our strategic agenda. This approach promotes “management by performance” and creates a culture of transparency in planning, monitoring and evaluation. It not only provides the disciplined approach we require to better tell the “RCMP story” to a variety of audiences, it is also a reliable mechanism for receiving feedback and input. In the future our performance reporting will be based on the Balanced Scorecard implementation.

In this year’s document, however, we continue to report against business lines. At this time, we are not sufficiently advanced in our change process to report against our strategic framework. But, we have tried to align and cross-walk results wherever possible, and will continue to work toward more strategic reporting for the 2002/2003 DPR .

A final point – we are approaching the management of our strategic planning and priorities with the philosophy that *integration* is the cornerstone to future success. *Integrated policing* is a defining vision for the RCMP. We need to share common strategies and leverage resources, to ensure consistent and sustained collaboration between all partners in the police and law enforcement community in Canada and abroad. Canadians need a concerted focus on safety and security. Together with our partners, we will deliver on all fronts.

RCMP at a glance

Our Mandate – is based on the authority and responsibility assigned under section 18 of the Royal Canadian Mounted Police Act. The mandate of the RCMP in its simplest form is: to enforce laws, prevent crime and maintain peace, order and security.

The organizational mandate is multi-faceted:

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

Our Mission

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

Our Vision – is to:

- be a progressive, proactive and innovative organization
- 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, encourage team building, open communication and mutual respect
- promote safe communities, and to demonstrate leadership in pursuit of excellence

This document is available at:

www.rcmp.ca/dpr/performance02.htm

RCMP Business Line Internet Sites:

Contract Policing Services

www.rcmp-grc.gc.ca/ccaps/contract.htm

Federal Policing Services

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

National Policing Services

www.rcmp-grc.gc.ca/prog-serv/nps.htm

Peacekeeping Services

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

Protective Policing Services

www.rcmp-grc.gc.ca/html/pr-ops.htm

Major Federal Statutes and Agreements Administered and Enforced by the RCMP:

- Aeronautics Act
- Animal Pedigree Act
- Bankruptcy and Insolvency Act
- Canada Elections Act
- Canada Grain Act
- Canada Pension Plan Act
- Canada Shipping Act (Collision Regulations)
- Canada Student Loans Act
- Canada Transportation Act
- Canada Wheat Board Act
- Canada Wildlife Act
- Canadian Environmental Protection Act
- Canadian Human Rights Act (Sec. 59)
- Canadian Security Intelligence Service Act
- Citizenship Act
- Coastal Fisheries Protection Act
- Competition Act
- Controlled Drugs and Substances Act
- Copyright Act
- Criminal Code
- Criminal Records Act
- Cultural Property Export and Import Act
- Customs Act
- Excise Act
- Excise Tax Act
- Explosives Act
- Export and Import Permits Act
- Family Orders and Agreements Enforcement Assistance Act
- Farm Improvement Loans Act
- Fisheries Act
- Foreign Enlistment Act
- Game Export Act
- Government Property Traffic Act
- Health of Animals Act
- Identification of Criminals Act
- Immigration Act
- Income Tax Act
- Migratory Birds Convention Act
- National Energy Board Act
- National Parks Act
- National Trademarks and True Labelling Act
- National Telecommunications Power and Procedures Act
- Official Secrets Act
- Old Age Security Act
- Pension Act
- Proceeds of Crime and Money Laundering Act
- Quarantine Act
- Radiocommunication Act
- Railways Act
- Security Offences Act
- Small Business Loan Act
- Tax Rebate Discounting Act
- Trade Marks Act
- Transportation of Dangerous Goods Act
- Unemployment Insurance Act
- Weights and Measures Act
- Witness Protection Program Act
- Young Offenders Act

This is How We Are Structured



This is Our Strategic Framework



Strategic Priorities

■ **Organized Crime/Terrorism**

We support a multi-government counterterrorist response and commitment to working collaboratively to ensure border integrity and continental security.

The extent and criminal potential or “dark undertow” of globalization and technology requires vigilance. We will dismantle the insidious elements of today’s organized criminal forces, with a multi-disciplined, integrated, long-term approach that leverages intelligence, investigation, and enforcement.

■ **Youth**

The future of Canada as well as the potential for tomorrow’s crime is youth. The focus of our youth priority is preventive, addressing the early root causes of youth criminal activity and partnerships with communities directed at proactive education and positive role models.

■ **Restorative/Alternative Justice**

With the aim of reducing the burden on the criminal justice system, we will develop and support restorative justice and other alternative options which are gaining credibility globally – finding solutions that decrease recidivism, work for victims, and alleviate the pressures of an overburdened system.

■ **International Police Services (Peacekeeping)**

Working with civilian police agencies to improve policing operations and assisting countries to rebuild their police capacities – we will build civil and democratic infrastructures, prevent the exportation of criminal activities to Canada, as well as study other cultures to better understand Canadian cultural communities.

■ **Integrated Policing**

Promoting partnerships to leverage resources and share crime priorities – we will take a leadership role in the development and application of intelligence and law-enforcement tools. We will manage transnational issues, domestic operations/investigations and structures in order to and achieve seamless policing both within Canada and internationally.

Strategic Objectives

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

■ **Prevention and Education** – providing citizens with the information and tools they need both to help avoid being victims of crime and to discourage and avert their involvement in criminal activities.

■ **Intelligence** – timely and accurate information on individual criminals, criminal groups and criminal acts, vital to the RCMP and its policing and law enforcement partners in pursuing and responding to threats to society.

■ **Investigation** – activities undertaken to establish facts surrounding Criminal Code violations and other offences.

■ **Enforcement** – action taken to respond to Criminal Code violations and other offences – to capture and to bring suspects to justice.

■ **Protection** – providing Canadian and foreign dignitaries with protective and security services.



Management Strategies

The RCMP Management Strategies represent methods and means to achieve our strategic priorities/objectives. They include: improving communications – both internal and external, implementing modern comptrollership, improving technology, reducing barriers to recruitment and ensuring that staff have the necessary training, as well as implementing performance management.

Our guiding principles in becoming strategically – focussed and pillars on which to build an “organization of excellence” are:

- Intelligence-led
- Values-driven
- Bridge-building
- Accountability



Setting Our Context

Like other organizations, our working environment significantly influences how we do business. Unlike most organizations, the RCMP carries out its activities in four distinct and often competing environments – communities/municipalities, regions/provinces/territories, national/federal, and international policing areas.

The fiscal year 2001/02 was exceptionally challenging – we experienced far-reaching shifts in the policing and law enforcement environments. At the very least, these changes have made the business of policing programs/services more complex. Our performance in the past year should be considered in this context and in light of the following external/internal key factors affecting the RCMP's performance.

External Factors Influencing Operational Performance

As part of strategic planning, the RCMP continuously monitors emerging trends and issues in a number of areas from the local to global front. Environmental scanning allows us to anticipate and respond to challenges and take advantage of opportunities in various areas related to policing and law enforcement.

■ September 11th, 2001

Arguably, the terrorist attacks of September 11th were one of the most influential events in recent North American history. While they may not have changed the world, they certainly altered the way we view it, and resulted in significant shifts in the priorities of the international police and law enforcement community and national governments.

September 11th underscored the need for strong collaboration, within and among governments and their agencies, to combat and prevent terrorism. Canada's relationship with the United States has intensified, beginning with the rerouting of aircraft the day of the attacks. Border issues – maintaining the smooth flow of goods and people while at the same time ensuring the safety and security of our respective populations – became the critical focus between our two nations. The RCMP was a significant partner in these efforts.

New legislation and anti-terrorism measures have provided law enforcement with the tools needed to help prevent terrorist groups from infiltrating and operating in Canada. The appropriate use of these tools is imperative to maintain a high level of trust on the part of the Canadian public.

The events of September 11th reconfirmed the RCMP's vision – intelligence-led, integrated law enforcement. Intelligence means more strategic and focussed knowledge and the capacity to better share and work with that intelligence. Integration means law enforcement agencies the world over working together toward common objectives.

■ Shifting Dynamics – Nationally and Internationally

The police and law enforcement community must respond to changing global dynamics. As we deal with an increasingly globalized and complex security environment, new national and international policing challenges emerge and are linked to the broader international agenda.

Advancing globalization and the new security agenda are placing increasing demands on the RCMP. Domestically, we have been called to work closely with other federal, provincial and municipal law enforcement to ensure the safety of the Canadian public, Internationally Protected Persons and demonstrators at events such as the Summit of the Americas and the G20/8/7 meetings. These events require a high level of preparation and collaboration from multi-level stakeholders.

Globalization will contribute to growing cleavages within and between nations. While internal or civil conflicts are more prevalent and long-lasting, inter-state wars pose the greatest threat to global stability. In the past year the Middle East has erupted in violence, Afghanistan has been the focus of international military and aid activity, Africa has continued to experience environmental and health crises as well as violent conflicts. Policing and peacekeeping/building efforts are underway in many parts of the globe.

■ Crime

Cyber and computer related crime continues to grow around the world, as does white collar and business crime. Recent events involving large multinational corporations are startling examples of this trend. The interconnected nature of networks that support our financial system and critical infrastructure and their resultant vulnerability are leading governments and law enforcement agencies to focus increased efforts on business security and ethics.

■ Political and Social Change

Citizens' relationship with their governments is evolving. There is a greater tendency for people to challenge the actions of big business and government – two key players in the global arena.

Recent events have seriously eroded public trust in many institutions – financial, spiritual and other. The RCMP, like all institutions, must constantly strive to earn and maintain public confidence.

■ Demographics – A Changing Population

Demographic shifts are very influential on the policies, programs and service delivery of policing organizations involved in daily, face-to-face interactions with the public. Like most of the developed world, Canada's population is aging rapidly – with special policing needs – and population growth is increasingly reliant on immigration. A greater percentage of newcomers to Canada are coming from non-traditional source countries in Asia and Africa with unfamiliar customs and languages. While Canada's overall natural growth rate is negative, the Aboriginal and Inuit populations are increasing and will result in a youth bulge in the coming years. The 2001 Census noted that we are becoming an increasingly urban society, which has implications for the rural policing aspect of our mandate. Police officers serving this changing population require specialized skills and awareness.

Internal Factors Influencing Management Performance

The following issues continue to present challenges and efforts to address them have contributed to the more efficient management of our organization.

- **Employment Opportunities** – to develop an innovative recruitment strategy to replace and revitalize an aging work population, and to promote, develop and retain a vibrant workforce.
- **Managing Knowledge** – to effectively gather and impart knowledge as a fundamental tool of management.
- **Continuous Learning** – to provide learning and training opportunities to strengthen overall capacity.
- **Implementing Change** – to operationalize and instil the principles of the Strategic Framework at all



levels of our organization – specifically, through implementation of the Balance Scorecard performance management tool.

- **Outreach** – to work with stakeholders to develop strong synchronized partnerships, and with Canadians in the protection and safety of their communities.

Resource Information

RCMP Resource Inputs for 2001/2002

Financial Resources (Total Gross Expenditures):

Planned Spending	
(Estimates Part II)	\$2,420,000,000
<i>Total authorities</i>	<i>\$2,672,200,000</i>
Actual Spending	\$2,574,500,000

Human Resources (Actual FTEs utilized)

Regular, Civilian, Special Constable	
Members	17,701
Public Service Employees	3,670
Total RCMP Employees	21,371

Note: For an explanation of the terms used here, please see the introductory note to the Financial Tables. "FTE" is a human resources term meaning "Full Time Equivalent." The numbers reported here are the "aggregated" FTEs actually utilized rather than the number "authorized".

Business Line Performance Results

Strategic Outcomes

The performance expectations for 2001/2002 are presented in the following Chart of Strategic Outcomes. The chart cross-walks the results of our business lines (centre column) to our five strategic priorities (left column) identified in our Strategic Framework. These priorities are our strategic guideposts directing the activities of business lines.

The associated performance indicators (right column) are by business line and detailed in the rest of the document.

RCMP Strategic Priorities support the overarching Government of Canada agenda as articulated in the January 30, 2001 Speech from the Throne, specifically:

- work with partners to implement a balanced approach to addressing crime — focussing on prevention as much as punishment
- safeguarding Canadians from new and emerging forms of crime such as cyber crime and terrorism
- taking aggressive steps to combat organized crime
- acting to safeguard children from crime, including criminals on the Internet,
- re-introducing legislation to change how the justice system deals with young offenders
- strengthening the capacity of local communities to deal with conflict, prevent crime, and address drug abuse
- taking the measures needed to significantly reduce the percentage of Aboriginal people entering the criminal justice system.



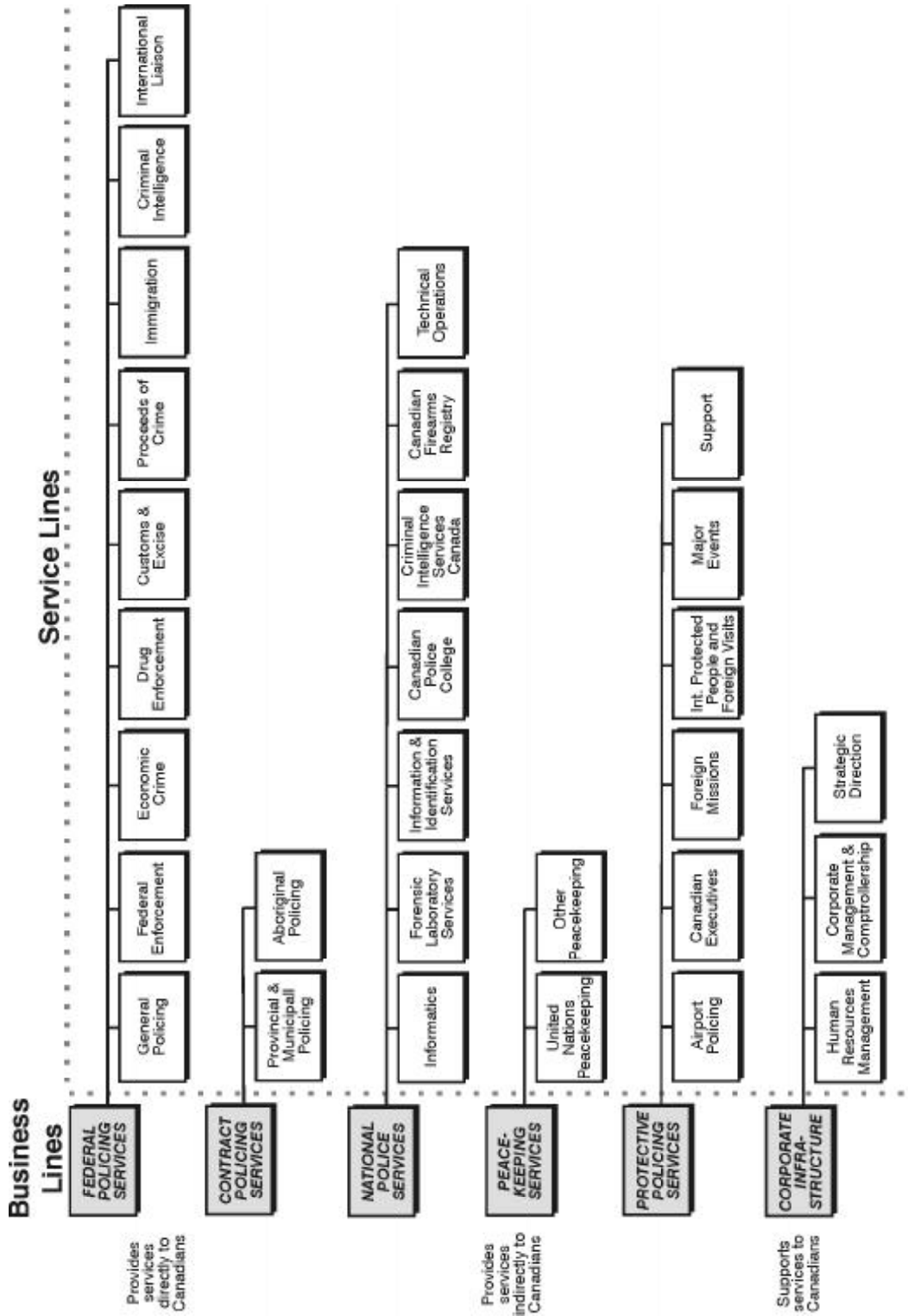
Business Line Performance Results

Chart of RCMP Outcomes by Strategic Priorities/Business Lines for 2001/2002

RCMP Strategic Priorities:	Business Lines	Outcomes:	page	
Organized Crime/ Terrorism	Federal Policing	1 reduction in the economic incentives for crime	22	
		2 reduction in smuggling and contraband distribution	23	
		3 reduction in migrant smuggling	24	
		4 reduction in organized crime	26	
		5 decline in the supply of and demand for illicit drugs	27	
		6 reduction in economic crime	28	
		7 effective enforcement of Federal statutes	29	
		8 enhanced quality of criminal intelligence and information	30	
		9 effective international liaison and overseas activities	32	
	Youth	Contract Policing	10 decline in overall crime	36
			11 decline in property crime	37
			12 decline in violent crime	38
			13 people's increased sense of safety	39
			14 decline in youth involvement in crime	41
			15 policing approaches responsive to needs/culture of aboriginal communities	43
	Alternative Justice	Contract Policing	16 increased road safety	45
			17 a reduction in the level of public complaints found justified	46
			18 increased satisfaction levels of clients and partners	47
Integrated Policing	National Police Services	19 enhanced access to advanced forensic analysis	51	
		20 enhanced access to criminal history, fingerprint & firearms records	53	
		21 effective and timely sharing of criminal intelligence	54	
		22 advanced training, research and information services	55	
International Police Services (including peacekeeping)	National Police Services	23 timely and cost-effective provision of civilian police personnel for peacekeeping missions	59	
		24 increased quality in services offered by Canadian police in international peace support operations	60	
		25 enhancement of Canada's international reputation	61	
	Protective Policing	Protective Policing	26 effective protection & security for Canadian and foreign dignitaries	63

Business Line Performance Results

Organizational Chart of Business Lines



Federal Policing Services

As Canada's national police service, Federal Policing represents the core mandate of the RCMP at the national level. Federal policing services help ensure our collective objective of **Safe Homes, Safe Communities**.

We are dedicated to providing Canadians with quality federal policing services to ensure a prosperous and stable economy and to protecting Canadians against terrorism and organized crime.

Federal policing is delivered through the principles of community policing which involves team work and partnerships with the communities we serve.

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

We use several key strategies to combat organized crime. We focus on both:

- unlawful activities (illicit commodities and services), and
- people (criminals and their organizations).

Our priority is to protect Canadians against terrorism and organized crime. This presents some particular challenges:

- organized crime and terrorism are very complex and sophisticated issues
- their *modus operandi* makes it difficult to determine their size, scope and the impact they have on Canadians and our economy
- it is difficult to assess how much impact our efforts have in disrupting or dismantling organized crime and terrorist organizations.

In order to address the above challenges Federal Services:

- has established a new Organized Crime Strategy Policy Centre with the mandate to define, monitor and share knowledge with our partners, and
- will ensure that the performance goals for the Organized Crime Initiative are met and a structured accountability framework is in place
- has implemented Integrated Border Enforcement Teams (IBETs) to work with US counterparts along the shared border to protect against terrorism and illegal cross-border activities.



Federal Policing Services

Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Outcomes:

- Reduction in the economic incentives for crime
- Reduction in smuggling and contraband distribution
- Reduction in migrant smuggling
- Reduction in Terrorism and Organized Crime
- Decline in the supply of and demand for illicit drugs
- Reduction in economic crime
- Effective enforcement of federal statutes
- Enhanced quality of criminal intelligence and information
- Effective international liaison and overseas activities

Federal Policing Services

- has created four Integrated National Security Enforcement Teams (INSETs) to increase the RCMP's ability to investigate terrorist groups and to collect, share and analyse intelligence regarding threats with our partner agencies

The results will be:

- progress on Organized Crime – allowing the RCMP and its partners to link various areas of criminal activity to particular organizations
- further enhancement to our policing efforts – in terms of disrupting and dismantling organized crime.

The short term outcomes include:

- public compliance with criminal law
- increased financial return to government (such as increased tax revenues). These returns are often proportional to the amount invested in law enforcement.

Medium-term impacts include:

- cost reduction in related areas such as health care costs – related to drug abuse treatment and care
- lower cost for goods and services that were otherwise taxed by organized crime.

Broader outcomes are reflected in:

- a safer investment climate and a stronger economy
- a greater respect of Canadians for the law
- an increased sense of safety and security within communities.

Overall Strategy:

Our strategy has evolved from simply targetting illegal goods and services to a broader more integrated approach to organized crime and a focus on the criminals and organizations involved.

Implementing these strategies requires a broad range of partnerships and related tools, all working towards the common goal of combatting terrorism and organized crime with a focus on the strategic outcomes delivered to Canadians.

Consequently, while we continue to investigate illegal activities, we also focus on the upper echelons of organized crime (a process called "Targetting Upwards") as well as on organized crime networks. This strategy

is disruption with the view of dismantling organized crime and their organizations.

Targetting Upwards is a multi-year exercise rather than a case-specific project. It requires unprecedented law enforcement partnerships, long term commitments of substantial resources from many jurisdictions, and properly trained law enforcement personnel.

Targetting the upper ranks sends a clear message that organized crime is not immune from the law and will not be tolerated in Canadian society.

Integrated Policing – Taking the Profit Out of Crime

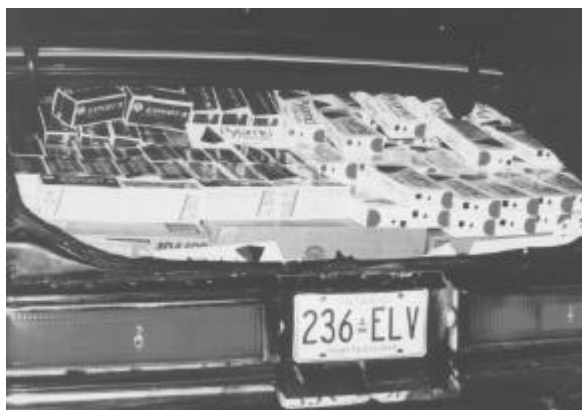
Integrated Policing is a concept which implies working with our national and international law enforcement partners to achieve a greater integration of intelligence, information technology and law enforcement resources.

In November 2001, the Ottawa Police Service in partnership with the RCMP Integrated Proceeds of Crime Unit arrested 22 subjects for numerous offences under the *Criminal Code* and *Controlled Drugs and Substances Act*. As a result of these arrests, members of this joint task force successfully seized from this criminal organization the following assets :

- \$170,000 cash
- \$100,000 sailboat (38')
- \$20,000 houseboat
- \$114,000 timeshare
- 7 residential properties
- 7 motor vehicles including a \$10,000 1951 Studebaker
- numerous rifles and guns

In May 2002 the two main members of this criminal organization were sentenced to 5 years imprisonment for the offences of conspiracy to traffic, trafficking, possession for the purpose of trafficking, possession of proceeds of crime and money laundering. In addition to this sentence the majority of the assets listed above were forfeited and the subjects were also each fined \$143,762 for failing to declare income under the *Income Tax Act*.

Federal Policing Services



Federal Policing Services Resource Inputs, 2001/2002

Financial Resources (Total Gross Expenditures):	
Planned Spending (Estimates Part II)	\$473,900,000
<i>Total authorities</i>	\$557,600,000
Actual Spending	\$538,900,000
Human Resources	
Actual FTEs utilized – (21% of total RCMP FTEs)	4,475

1 Federal Policing Services

Reduction in the Economic Incentives for Crime

Problem:

Most criminal activity is motivated by the ability to profit financially and, unless their assets are taken away from them legally, criminals will continue to pursue their illegal activities. Estimates of the level of money laundering in Canada ranges from \$5 to \$17 billion annually.¹

Strategies/Expectations:

- removing the illicit profits of crime by identifying, tracing and freezing criminal assets so they can be forfeited to the government through the courts
- investigating and prosecuting offenders through multi-disciplinary teams across Canada, working with our key partners in 13 Integrated Proceeds of Crime (IPOC) units and strategically located satellite (POC) units
- continuing to participate with our partners in the development of the revised *Proceeds of Crime (Money Laundering) Act and Regulations*
- working with our national and international partners through the Financial Action Task Force (FATF) to generate policies worldwide to combat money laundering globally
- continuing to improve our “knowledge” capabilities through aggressive training programs and the maintenance of “on-line” information Web sites
- realigning resources to:
 - meet the demands of C-36 (Anti-Terrorism Legislation) which has had a significant program impact on the POC mandate that was expanded to include terrorist financing
 - strengthen partnership with FINTRAC – our mandate and collaborative relationship is now expanded to include the disclosure of intelligence related to terrorist financing as well as traditional money laundering, and
 - have the greatest impact on organized crime

Partners:

Solicitor General of Canada (SGC), Department of Justice (DOJ), CCRA, Department of Finance, DFAIT, Financial Transaction and Reports Analysis Centre of Canada (FINTRAC), Forensic Accounting Management Division (FAMD), Seized Property Management Directive (SPMD), private industry (e.g., Canadian Bankers Association), municipal, provincial and international police agencies

Outputs:

- seized \$46 million in assets
- collected \$13.7 million in revenue
- imposed \$1.7 in fines

- referred \$59.4 million for investigation to other law enforcement agencies and to CCRA
- charged 187 individuals

Performance Indicators:

- disrupting organized criminal groups through criminal charges and forfeiture of assets
- trends in the value of assets seized

Outcomes:

- immediate – “took a bite” out of the profits of crime by seizing assets from criminals and following disposal, returning monies realized from this to the government of Canada
- intermediate – increased assessments by our partners (CCRA -Tax) against the criminal element for violation of related federal statutes, further damaging their ability to profit from crime
- longer-term – reduced the incentive for crime and undercutting organized crime and its harmful impact on Canadian society
- listing under C-36 of terrorist groups

Planned Improvements:

- improve evaluation system which recognizes the impact of organized crime on community safety and security, and on the IPOC initiatives, as well as recognizing the full spectrum of the economic impact
- improve accountability to government by utilizing the ‘PROOF’ template created for the POC program allowing for standardization of a method of file selection and prioritization, as well as reporting during and at the conclusion of cases
- participate in a performance evaluation and accountability regime with our partners with respect to our responsibilities under the new *Proceeds of Crime (Money Laundering) and Terrorist Financial Act*
- develop a plan for managing the proceeds of crime program in Canada

2 Reduction in Smuggling and Contraband Distribution

Problem:

Our long, porous border with the US with its high volume of goods and people passing through, provides opportunities for organized criminal groups to avoid taxes and duties by smuggling contraband and prohibited goods. Smuggling and illegally manufacturing controlled goods such as tobacco and alcohol produce an estimated annual revenue loss to governments of \$2.5 billion².

Strategies/Expectations:

- reducing the availability of contraband goods by limiting their entry into Canada through physical seizures and prosecution
- initiating civil actions on smuggled goods not available for seizure, having the same impact as if the goods had been physically seized (ascertained forfeitures)
- prosecuting substantive offences related to contraband tobacco and liquor products to facilitate Proceeds of Crime Investigations
- providing prevention, awareness and community policing programs to reduce the demand for contraband goods

Partners:

SGC, CCRA, DOJ, Health Canada, DFAIT, Heritage Canada, Canadian and international law enforcement agencies, federal and provincial finance departments, and private industry

Outputs:

- seized \$50.2 million in total, including: \$1.2 million of tobacco products, \$164,000 in liquor products, 17 stills, \$29 million in illegal drugs and \$17.7 million in conveyances
- laid 509 charges, \$7.56 million in fines levied and \$9.1 million worth of referrals to other law enforcement agencies for investigation

Performance Indicators:

- trends in the value of seizures – monies, property, all types of vehicles, drugs, contraband goods – referrals, fines, and revenues collected
- trends in the value of government revenues related to controlled goods such as liquor and tobacco

Outcomes:

- encouraged the legal movement of goods across our borders – providing a financial return to Canadians
- disrupted organized criminal groups involved in the smuggling, illegal manufacture and distribution of contraband

Planned Improvements:

- following the passing of Bill S-23, amending the Customs Act, RCMP policies must be amended to reflect the new legislation. In addition, training will be required in order to implement the Automated Monetary Penalty System (AMPS)
- implement Integrated Border Enforcement Teams (IBETs) in line with supplementary funding provided through the Public Safety and Anti-Terrorism Strategy
- continue participation in intergovernmental negotiations of the World Health Organization, Framework Convention on Tobacco Control
- devise strategies in co-operation with CCRA, ATF and USCS, to address the conclusions arising from the Canada/US tobacco assessment
- secure continued funding of the Anti-Smuggling Initiative (ASI) for 2003/04 in cooperation with the (ASI) partners
- continue improvement in strategic intelligence reporting in view of the dramatic increases in tobacco taxes

Integrated Policing – Integrated Border Enforcement Teams (IBETs)

In 1998 the Customs and Excise Program in BC, in concert with US enforcement agencies, developed a border enforcement strategy in order to provide proactive policing along the border of the lower mainland region. The success of the IBET was predicated on co-operation and intelligence-sharing. The initiative was extremely successful and this “best practice” was copied in varying degrees in other regions along the Border. It was expanded to include co-operative initiatives in the areas of marine and air enforcement as well.

Following the September 11th terrorist attacks in the U.S., the IBET model of border enforcement was seen as a method of enhancing border security. In Canada, funding was provided over five years in the 2001 Federal Budget to implement this enforcement strategy in concert with U.S. agencies. The Customs and Excise program has been tasked with the implementation of this initiative.

IBET is a prime example of integrated policing. It's continued success will depend on a co-operative implementation on both sides of the Canada/US border.

3 Federal Policing Services

Reduction in Migrant Smuggling

Problem:

Organized transborder criminality of all types is currently thriving. This is an era of the globalization of crime, corresponding to the increase in global trade, personal mobility and high-tech communications. Traditional forms of transborder crime continue to exist, and many organizations have expanded their portfolio to include the trafficking of migrants.

The links between trafficking in migrants and criminality are strengthened with the increased involvement of organized transborder networks. Collaboration between trafficking organizations is evident, whereby ethnic and national groups interact to facilitate the provision of transport, safe houses, local contacts and travel documentation.

Strategies/Expectations:

- combating and disrupting organized migrant smuggling and the trafficking of persons
- investigating unscrupulous professional immigration facilitators
- investigating proceeds derived from the commission of an immigration related offence
- timely acquisition and sharing of national and international intelligence of organized smuggling and trafficking operations with global partners
- preventing illegal and inadmissible entries into Canada through public education, prevention and enforcement

Partners:

SGC, CIC, DFAIT, DOJ, DND, CCRA, USINS, Canadian and foreign police, foreign immigration authorities, international airlines

Outputs

- screened over 46,046 refugee claimants under international conventions, as requested by CIC
- removed a total of 103 high risk persons arrested across the country
- undertook 518 smuggling related cases
- seized 700 fraudulent travel or identity documents
- deterred 723 inadmissible migrants from entering Canada
- seized a value of items in excess of \$39 million

Performance Indicators:

- trends in illegal migrant entries
- trends in numbers of migrant smuggling organizations
- trends in the supply and demand for specifically altered or forged travel documents
- trends in the movement of migrants attempting to illegally cross the North/South boundary between Canada and the US

Outcomes:

- identified through criminal screening process members of international organized crime groups and prevented them from entering Canada
- provided an intervention strategy with the cooperation of foreign authorities to prevent illegal migrants from departing the staging area with a Canadian destination – reduced the cost to Canadian social and legal infra-structures

Planned Improvements:

- extending our education and prevention programs nationally and internationally, thereby deterring illegal migrants and denying organized crime groups access to Canadian soil
- improving training methods, and continuing to improve our detection of fraudulent travel documents produced by increasingly sophisticated forgers



3 Reduction in Migrant Smuggling

Tightening the Net on Illegal Immigrants

In February 2001, after a lengthy investigation in the North York area, an Immigration Consultant was convicted of 25 Counts of Forgery and 25 Counts of Uttering Forged Documents in relation to his submitting falsified education documentation for Returning Resident Permits, Landed Immigration Applications and Citizenship Applications to CIC. Immigration and Passport Investigators were required to establish contacts and work closely with CIC, HRDC, USINS and DFAIT to gather sufficient evidence to ensure convictions.

A total of 212 individuals were stopped and deterred from entering Canada using false documentation. It is estimated that the success of this investigation saved the Canadian Taxpayers \$10,600,000 on our Health and Social Assistance systems.³ The accused received a \$75,000 fine and a 20 month conditional sentence.

Working with Our Federal Partners to Combat Illegal Immigration

On January 10th, 2002 an Etobicoke area Immigration Consultant who was a School Board Trustee for the City of Toronto was convicted of 7 Counts under Section 94 (1)(i) of the Immigration Act - Aid and Abet Entry into Canada.

In this case the accused had falsified job letters for submission as part of the immigration package to CIC for foreign persons trying to immigrate to Canada. The accused had established various affiliated businesses in several countries and was processing 360 individual files when investigators conducted a search of his business. Subsequent notifications and ongoing liaison with CIC Immigration Control Officers abroad prevented these persons from gaining entry into Canada through fraudulent means.

This investigation realized an estimated savings of \$18,000,000 to the Canadian taxpayer.⁴ The accused received a \$35,000 fine and a 16-month conditional sentence in this case. This case served as an excellent general deterrent.



Federal Policing Services

4 Reduction in Organized Crime

Problem:

The investigation of the upper echelons of Organized Crime resulted in the realization that our investigators were not equipped with all the tools necessary to successfully reach our objectives. Training was identified as an urgent priority in all aspects of High Risk areas such as Undercover, Human Source and Witness Protection.

Other priorities:

- to maintain a proficient pool of trained undercover operators and witness protection handlers who are available for criminal operations/investigations
- to review and recommend Major Operational Plans which incorporate the use of 'high risk' investigative elements including undercover applications and witness protection consideration

Strategies/Expectations:

- disrupting identified criminal organizations
- providing trained undercover operators and witness protection handlers for investigations requiring specialized investigative techniques/capabilities
- providing assistance to the Canadian police community and various foreign countries by providing members trained in undercover, human source and witness protection (high risk) areas
- maximizing our assistance to the police community in providing specialized training in high risk areas
- developing and maintaining relationships with foreign police forces involved in high risk areas

Partners:

SGC, CCRA, Canadian Security Intelligence Service (CSIS), DOJ, DFAIT, DND, HRDC, CSC, National Parole Board, Canadian police community, Foreign Police Services

Outputs:

- assisted several foreign countries in undercover and witness protection cases where trained undercover operators/witness protection coordinators were made available
- assisted the International Criminal Tribunals for Yugoslavia and Rwanda in Witness Protection matters
- assisted New Identities for Victims of Abuse (NIVA) – NIVA is an HRDC operated protection program for victims of abuse
- trained approximately 900 police officers (RCMP members, Canadian Police officers and Foreign Police officers) in various areas including Undercover, Human Sources and Witness Protection training

- expended nearly \$1 million on training initiatives in our high risk areas
- prepared training packages and delivered to foreign countries that could benefit from RCMP experience in high risk areas

Performance Indicators:

- recruiting a better quality of Human Sources who are now being used in longer term operations
- undercover operations targeting longer and more complex investigations
- the undercover techniques resulting in the successful conclusion of serious dormant criminal cases
- fewer cases resulting in civil litigation against the RCMP
- the long term investigations indicating superior results than in previous year

Outcomes:

- better quality investigations and the frequent use of innovative and pro-active methods against Organized Crime
- greater integration between foreign and Canadian police forces in all areas of high risk operations related to Organized Crime

Planned Improvements:

- continue to create and provide training courses which will augment our capability to fight and dismantle organized crime both domestically and internationally
- sharing of best practices both domestically and internationally
- participation in international forums on high risk areas related to organized crime
- maximizing our service delivery



5 Decline in the Supply of and Demand for Illicit Drugs

Problem:

The detrimental consequences of drug abuse include physical, emotional, economic and social harms to both individual Canadians and to Canadian society.

Drug trafficking remains the principal source of revenue for most organized crime groups. Some of the profit derived from drug sales eventually finds its way to terrorist and other insurgent groups who may also be involved directly or indirectly in the drug trade.

Strategies/Expectations:

- disrupting criminal organizations responsible for the importation, production and supply of illicit drugs in Canada
- disrupting supply routes and preventing illicit drug production and distribution across Canada
- reducing the demand for drugs and drug abuse through prevention, public educational initiatives and support of alternative forms of justice such as drug treatment courts.

Partners:

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

Outputs:

During 2001, in RCMP jurisdictions:⁵

- investigated 57,891 drug offences
- seized drugs with a street value of over \$1 billion (\$1,036 million) including: \$36 million in heroin (73 kilograms)
- seized \$105 million in cocaine (1,053 kilograms); \$557 million in cannabis and \$338 million in other drugs
- seized drugs valued at \$1.7 billion in other countries as a result of major drug investigations in which we participated
- increased the number of participants in drug awareness programs at the community level such as Aboriginal Shield and Drugs and the Workplace across the country. The use of the D.A.R.E. program in substance abuse prevention continues to grow.

Performance Indicators:

- trends in the total street value of drugs seized
- trends in the street value of categories of drugs
- trends in the harm caused by drug abuse
- trends in participation in drug prevention programs for awareness and education

- results of drug treatment courts

Outcomes:

- reducing in the demand for drugs
- impeding the importation into Canada and the production and distribution within Canada of illegal drugs

Planned Improvements:

- enhance the drug demand reduction strategy in collaboration and partnership with social, health and justice processes focussing on the delivery by front line police officers of proven substance abuse programs and services to youth, communities and workplaces that are designed to reduce demand and promote a drug free lifestyle
- continue to inform the public of the dangers and impact of substance abuse through media release focus on the social, economic and other costs and harms of substance abuse, rather than the dollar value of drugs seized
- promote a greater concentration of coordinated law enforcement efforts toward major criminal organizations
- develop and implement effective law enforcement strategies and objectives to respond to the threat of increased cannabis production

Responding to Changing Drug Trends

The amount of ecstasy (MDMA) seized in and destined for Canada remained high in 2001 with a value of \$1.4 million compared to the amount seized in 2000 which was estimated at \$1 million.

A new trend was noted in the diversion of pseudoephedrine from legitimate supplies in Canada. The substance is now being diverted in significant quantities to the illegal market in the US and eventually used there in the production of methamphetamine in clandestine laboratories.

The production of marijuana in Canada both for the domestic market and for export to the US continued to increase in 2001. There is evidence of greater involvement and control by organized crime in this aspect of the drug trade.

Federal Policing Services

6 Reduction in Economic Crime

Problem:

Economic Crime continues to evolve at a dramatic rate as technology makes it increasingly more complex and difficult to investigate. This type of crime is estimated conservatively at \$3 billion annually.

Strategies/Expectations:

- preventing crime through education and public awareness
- disrupting economic crime activities by detecting, investigating, and prosecuting organized criminals

Partners:

SGC, HRDC, Bank of Canada, Ontario Provincial Police Anti-Rackets, Competition Bureau, Canadian Securities Administrators, Superintendent of Bankruptcy, Canadian Association of Internet Providers, Canadian Bankers Association, National Mass Marketing Crime Prevention Forum, Securities and Exchange Commission, FBI, US Secret Service and other US and international departments and agencies

Outputs:

- investigations involving Fraudulent Bankruptcy at \$1.6 billion
- investigated Payment Card Crime: \$182 million
- counterfeit currency rose by 37% in 2001 with close to 129,000 notes successfully passed. This is due, in large part, to a series of counterfeit \$100 bills produced in the Windsor area, which resulted in the arrest and conviction of a small group of individuals

Performance Indicators:

- bankruptcy cases referred and resolved
- contribution to regulating agencies
- reduction in alleged economic crime activities

Outcomes:

- the Superintendent of Bankruptcy continued to refer bankruptcy cases of criminal nature to the RCMP Commercial Crime Sections for investigation
- developments to the automated trading analysis software, "Market Integrity Computer Analysis", in partnership with securities regulators and Canadian Stock Exchanges
- developments on the prioritization system called 'PROOF' that provides for the measurement of key performance. The integration of results from PROOF, MISIII, Performance Measurement and Balanced Scorecard trends will lead to a new national accountability framework
- continued partnership with the OPP Anti-Rackets has enabled the RCMP to take a lead role in the

Phonebusters National Call Centre with the implementation of an intelligence analyst function

- started crime prevention and education in the areas of Fraudulent Telemarketing, West African Fraud and Identity Theft with the production of educational videos and public service announcements, distributed to the national networks in June

Planned Improvements:

- a strong leadership role in a new partnership with both the regulator and private sectors in the ongoing development of RECOL (Reporting Economic Crime On-Line), an Internet-based mechanism for reporting all types of fraud, designed to assist law enforcement and regulatory agencies combating fraud issues
- in conjunction with partners in the provincial securities commission, Economic Crime Branch has plans to continue to enhance our securities fraud analytical capability. This will complement national and international securities fraud investigations targeting organized crime
- continue to enhance the intelligence capacity of the Phonebusters National Call Centre
- the Universal Classification System for Counterfeit Payment Cards developed by Interpol has been further enhanced with the secondment of an examiner from the Central Bureau for Counterfeit to the Lyons France HQ
- as part of the Economic Crime Program's leadership role as Chair of the Interpol Advisory Group, that oversees the future development of this new and important system, a Learning Module is being developed on the RCMP InfoWeb that will be available to all RCMP investigators
- expand the mandate of the Phonebusters National Call Centre to include the reporting of 'Identity Theft'. This integrated approach involves direct participation by financial institutions and the credit bureau companies in Canada to ensure that all Identity Thefts and attempted Identity Thefts are reported for strategic and tactical intelligence purposes

7 Effective Enforcement of Federal Statutes

Problems:

Opportunities are increasing for crimes in the areas of public safety, consumer protection, financial loss to the Government of Canada and environmental crime. The focus of federal law enforcement is to reduce organized crime involvement in these areas across Canada and more specifically at the Vancouver, Toronto and Montreal International Airports and in Canadian waters and marine ports.

Strategies/Expectations:

- developing intelligence on the involvement of organized crime in Canadian international airports and in areas such as copyright offences, environmental crimes, and the Diamond Initiative
- enhancing enforcement of copyright offences and environmental crime
- increasing the profile and resources of the Diamond Initiative to prevent organized crime from getting a foothold in the diamond industry in Canada
- enhancing the government's ability to prevent Canada from becoming a safe haven for war criminals
- reviewing selected areas of federal law enforcement that could benefit from improved coordination and consolidation
- enhancing law enforcement in Canadian waters and marine ports

Partners:

DFAIT, DOJ, Environment Canada, Industry Canada, CCRA, Transport Canada, Heritage Canada, Health Canada, Parks Canada, Canadian and foreign police agencies

Outputs:

- completed Intelligence reports on Copyright and Environment crime and started on Airport Federal Enforcement, Diamond initiative and Marine Security
- charged 268 individuals and 10 companies under the Copyright Act. \$86 Million in contraband was seized and 550 charges were laid by Airport FES sections
- increased domestic and international partnerships through Interpol and European Commission on Copyright, Environmental Crime and Marine Security
- obtained additional resources obtained for Diamond Initiative and Marine Security

Performance Indicators:

- reduction of illegal activities relating to federal statutes
- reduced overlap and duplication in federal law enforcement

Outcomes:

- reduced losses of revenue to the federal government
- expanded number of international and national partnerships in areas of mutual interest
- increased intelligence-gathering capacity and enforcement efforts, including environmental crime, counterfeit goods, the diamond industry, Canadian waters and seaports and at the international airports
- increased safety for Canadians, as Canada will not be a safe haven for war criminals

Planned Improvements:

- further intelligence gathering in the areas of copyright offences, diamond issues, international airports, marine security
- additional resources for Diamond Initiative, War Crime and Marine Security investigations
- completion of additional MOUs with other government departments to enhance partnerships



Enhanced Quality of Criminal Intelligence and Information

Problem:

The RCMP requires timely, accurate and relevant information and intelligence to detect and prevent crime having an organized, serious or national security dimension in Canada, or internationally as it affects Canada.

Strategies/Expectations:

- strengthening the criminal intelligence program
- working with partners to promote intelligence-led policing within the RCMP, nationally and internationally
- preventing, detecting, investigating and prosecuting criminal activities that present a threat to national security
- assessing and measuring the relative threats of organized criminal groups and identifying trends in transnational crime

Partners:

SGC, PCO, CSIS, CSE, Criminal Intelligence Service Canada (CISC), CIC, Canadian Association of Chiefs of Police (CACF), US Border Patrol, US Customs, US Drug Enforcement Agency (DEA), Interpol, Europol, P8 Senior Experts Groups on Transnational Organized Crime, CICAD, International Association of Chiefs Of Police and counterpart agencies in the US, England and Australia

Outputs:

- developed 5-year Strategic Plan for the criminal Intelligence Program
- identified national criminal intelligence priorities and targets for organized crime and terrorism
- promoted the use of the RCMP threat measurement model (SLEIPNIR) within the organization and to partners, nationally and internationally (e.g. DEA, NCIS, ATF)
- participated in handling the aftermath of September 11 (diverted aircraft and passengers on September 11, established National Tip Line, activated national infrastructure to provide nationwide police emergency response, processed US investigational requests, national coordination of information for key investigations)
- established 4 Integrated National Security Enforcement (INSETs), to work in close collaboration with CSIS, CIC, CCRA and provincial/municipal police forces to address national security issues and terrorist threats
- established the Financial Intelligence Branch (FIB) in order to identify and track terrorist financing

- established International Working Group on terrorist Financing (UK and US participation)
- established close working relationship with Canadian financial industry (working group with Canadian Bankers Association; support for listing under UN Acts/Regulations; response to in excess of 2,325 queries)
- established the intelligence capacity for the newly created Integrated Border Enforcement Teams
- established Canadian Executive Protective Intelligence Units (CEPIU) and Civil Aviation Protective Intelligence Units (CAPIU)
- enhanced the technology supporting the National Criminal Intelligence Data Bank (NCDB) and expanded access and upgraded the Secure Criminal Intelligence System (SCIS)
- established critical incident training program
- produced and disseminated 5 Strategic Intelligence Assessments and 20 Criminal Intelligence Briefs for use by the RCMP and its law enforcement partners
- prepared joint analytical report with US DEA on precursor diversion
- conducted 1,462 security offences threat assessments
- developed threat assessments and support for major events (Summit of the Americas, G-20 Finance Ministers, preparations for G8 in Kananaskis)
- delivered training: intelligence workshops across Canada, workshops for expert witnesses, intelligence course in Jamaica, analyst training sessions at CPC

Performance Indicators:

- satisfaction of key partners and clients
- success in supporting the detection, prevention, investigation and prosecution of criminal activities that are a threat to public safety and national security

Outcomes:

- provided high quality, actionable intelligence products for investigators
- improved capacity to conduct effective criminal investigations
- enhanced partnerships and joint strategies/operations to combat crime ("integrated policing")
- provided intelligence-led "smart borders"
- increased awareness and understanding of threats among partners
- improved capacity to respond to critical incidents

8 Enhanced Quality of Criminal Intelligence and Information

Planned Improvements:

- strengthen the capacity to coordinate and support national security investigations
- improve the knowledge base through expanded, proactive collection and enhanced threat assessment and analysis
- create an expert workforce for criminal intelligence, well trained in major case management
- continue to enhance information management/technology with the ultimate goal of interoperability
- continue to work closely with existing partners and establish new partnerships, including non-law enforcement partners
- improve performance measurement and quality assurance



9 Effective International Liaison and Overseas Activities

Problem:

The globalization of the Canadian economy and the free flow of people, goods and services across our borders have contributed to the increasingly transnational nature of crime.

Strategies:

- maintaining a Liaison Officer program in strategic international locations to provide the Canadian and foreign law enforcement communities with assistance, information and coordinating support, especially for investigation on drugs, organized crime, proceeds of crime, commercial crime and immigration matters
- managing Canada's membership in the Interpol network and Interpol's National Central Bureau in Ottawa, as the first contact point for inquiries from international law enforcement agencies in the fight against organized crime.

Partners:

DFAIT, DOJ, SGC, other federal departments, Canadian and foreign law enforcement agencies, and other Interpol bureaus around the world

Outputs:

- Liaison Officers have assisted Canadian and foreign police agencies in major international drug, proceeds of crime, commercial crime and immigration investigations. This assistance resulted in over 45,000 transactions (requests received and assistance provided) with Canadian and foreign counterparts.
- Interpol Ottawa dealt with over 75,000 transactions in providing assistance to Canadian and foreign police on matters including fraud, forgery, theft, drug, smuggling, illegal immigration, missing persons, assault, auto theft, fugitive apprehension, dissemination of child pornography, stolen works of art and next of kin notifications.

Performance indicators:

- international cooperation with foreign agencies and government
- client satisfaction with Liaison Officer assistance
- increased involvement of Canadian police agencies in the Interpol Program

Outcomes:

The Liaison Officer program:

- contributed to the prevention of illicit activities such as illegal entry into Canada. It also assisted in the fight against organized crime operations affecting Canada by dealing with the rising incidence of transnational criminal activities

The Interpol program:

- helped in the interception of wanted persons and the fight against international crime organizations thus contributing to the safety of Canadians, both in Canada and abroad

Planned improvements:

- holding an operational 5-year planning forum in the fall of 2002 for liaison officers
- increased visibility on the international scene through participation in the International Association of Chiefs of Police

Sharing Intelligence to Fight against Terrorism

In the wake of the September 11, 2001 terrorist attacks, Interpol Ottawa played a key role in facilitating the inclusion and updating of the Terrorist Watch List on the Canadian Police Information Centre.



9 Federal Policing Services Endnotes

1. Royal Canadian Mounted Police Database (2001). Federal Services Directorate.
2. Solicitor General (1995). Porteous Organized Crime Report
3. Ibid.
- 4 Ibid.
5. The value of assets seized in a particular year can vary widely because it is largely dependent on the length of time it takes for cases to be heard in court, which may be two to three years. As well, lengthy complicated cases may not necessarily translate into sizeable forfeitures. Or, due to circumstances beyond their control, investigating officers may end up with insufficient evidence to proceed with charges against all the suspects. Moreover, the court may decide against conviction.

Contract Policing Services

The services provided by this Business Line are a result of policing agreements between the Federal Government and:

- eight of the provinces
- the three territories
- over two hundred municipalities
- sixty-five Aboriginal communities
- three airports

The agreements with the provinces, territories and municipalities are for twenty years and are in effect until 2012. The agreements with Aboriginal communities and airports vary in duration.

Contract Policing Services will develop a plan for review of the agreements in 2007 and a framework for negotiations for 2012.¹

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

In serving communities, we strive to serve all citizens, but also to focus on vulnerable elements of society. These include youth at risk, crime victims, and Aboriginal people. We are also concerned with threats to national security.

All activities focus on consulting with our clients and stakeholders, forming partnerships with our communities and local agencies, empowering our front line officers, and mobilizing community and other resources to supplement our own resources.

By listening to our clients and partners, the contracted policing services are better tailored to the needs and priorities of each community. By learning from pilot projects and best practices of initiatives both in Canada and abroad, we continuously improve the quality of the services we provide.

We also improve services by applying our problem-solving approach to situations involving victims, offenders and the public. We tailor a mix of complementary strategies for each problem and each community (see box next page).



Contract Policing Services

Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Outcomes:

- Decline in overall crime
- Decline in property crime
- Decline in violent crime
- Contribution to Canadians' increased sense of safety
- Decline in youth involvement in crime
- Policing approaches that are responsive to the needs and culture of Canadians
- Increased road safety
- Reduction in the number of public complaints
- Increased satisfaction levels of clients and partners

How well do these strategies work? We use three ways of interpreting our results – comparing:

- trends in the actual level of “traditional” crime through independent surveys of Canadians who have been victimized ²
- trends in annual crime levels against those of other police forces and
- trends in public satisfaction with our services, public complaints, and public fear of being victimized.

We compare crime numbers generated by our Operational Statistics Reporting system as an indicator of our performance. The effectiveness of our strategies is assessed and reported by using quantitative and qualitative indicators of performance against the commitments made to Canadians in our 2001/2002 Plans and Priorities Report.

Because human and financial resources for this Business Line are allocated geographically by divisions and not by commitment, the inputs are not specifically detailed.



Our Strategies Include:

- reducing crime and deterring further crime through law enforcement
- preventing crime and repeat crimes by addressing common underlying problems
- diverting young offenders from the court process
- providing services and referrals to victims
- targetting high-risk offenders to prevent re-offending or “recidivism”
- forming partnerships
- promoting public education and awareness on risks and prevention strategies

Contract Policing Services Resource Inputs for 2001/2002

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$1,269,300,000
<i>Total authorities</i>	\$1,278,900,000
Actual Spending	\$1,268,700,000

Human Resources

Actual FTEs utilized – (53% of total RCMP FTEs)	11,421
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Decline in Overall Crime

Problem:

Crime reported to the police continues to be a concern for Canadians, despite an overall decline in police-reported crime rates over the past 10 years.³

Strategies/Expectations:

- preventing and solving crime and responding to client needs, in partnership with communities
- enhancing police role in crime reduction through a social development approach
- evaluating both reactive and proactive substance abuse awareness programs and crime prevention strategies, to ensure effectiveness and relevance to overall community wellness initiatives

Partners:

Domestic partners include Health Canada, HRDC, Environment Canada, National Crime Prevention Centre, CACP, Federation of Canadian Municipalities, community and neighbourhood organizations, the academic community, faith organizations, local businesses, the voluntary sector, local governments, concerned citizens and social agencies. International partners include the International Centre for the Prevention of Crime, Home Office (United Kingdom) and non-governmental organizations

Outputs:⁴

- total actual offences⁵ increased by 9.7% to 1, 276,680
- total **Criminal Code** offences (excluding traffic offences) increased by 7.8% to 826,251. Included in this category are:
 - **other offences** – offences ranging from bawdy houses to arson – make up 30.8% of the total and are a 11.9 % increase from last year
 - **violent crime** – homicide, assault, sexual assault and abduction – make up another 7.8 % of the total offences, increasing by 6.2% to 99,166 offences
 - **property crime** – break and enter, thefts, frauds, etc – make up about 26.2% of the total, increasing by 3.7 % to 333,908 offences
- **provincial statute and territorial ordinance** enforcement – excluding traffic offences – increased by 9.9%, to 239,022 offences.
- **child welfare and family protection cases** under provincial/ territorial statute increased 16% and 20% respectively.
- **municipal by-law** offences – excluding traffic – increased by 11.1% over 2000 to 67,910.

Highlights of **crime prevention** work are:

- made presentations at both the first Annual Colloquium on Crime Prevention and the “Policing for Prevention Summit” organized by the International Centre for the Prevention of Crime
- co-chaired the UN Experts meeting on Crime Prevention Norms and Standards
- developed of a learning module for police on crime prevention through social development

Performance Indicators:

- statistical trends in the enforcement of the *Criminal Code* and other offences
- statistical trends in child protection and family law interventions based on provincial/territorial statute
- creation of police tools to advance both situational and social crime prevention

Outcomes:

- overall crime has increased – possibly reflecting the continued implementation of community policing which tends to encourage victims to report crime to the police, and increased awareness of family violence and offences against children
- increase in the use of pre-charge restorative justice processes – reflects the desire of parents, schools and community members to deal effectively with young people who come into contact with the law.
- exchanged views with experts from other countries in the field of crime prevention – re-evaluation of program design and policy development, as well as crime prevention issues in the wider perspective of public policy
- developed draft guidebook about Fetal Alcohol Syndrome Effects (FAS/E) in Manitoba. Manitoba, also hosted a FAS/E workshop and trained 27 police officers from across Canada

Planned Improvements:

- continue to implement the community policing approach, including restorative justice, crime prevention and other strategies
- explore the impact of demographic and socio-economic changes on crime
- continue to improve the Operational Statistics Reporting (OSR) system to ensure accurate crime data
- correlate the use of substances to crimes committed – violent and property crimes – and develop prevention initiatives
- review crime prevention programs and enforcement initiatives to ensure they remain relevant and effective

11 Decline in Property Crime

Problem:

Canadians continue to be victimized by property crimes.

Strategies/Expectations:

- delivering public education and awareness programs on risks and prevention techniques
- implementing police/community joint crime prevention and problem-solving efforts to reduce theft and vandalism
- conducting restorative justice forums for young offenders
- assessing the involvement of organized crime toward property crime

Partners:

SGC, private sector businesses, the insurance industry, community groups and associations, schools

Outputs:

- break-and-enters decreased by 2.5%; the number of charges against youth showed a 6.8% decline.
- property crimes increased by 7.7%. Of the total charges laid for property crimes, which totaled 41,978, youth committed 31% (13,270). An almost equal number of youth (13,235) were chargeable but were not charged
- 50% of the crimes for which youth were charged and 42% of the crimes for which youth were chargeable but not charged, were property crimes.
- theft over \$5000 down by 4.3% and theft under \$5000 up by 1.3%
- auto theft up by 15.2% while theft from autos showed an increase of 2.5%
- stressed crime prevention strategies – a spectrum of activities, from situational crime prevention – including crime prevention through environmental design, proven useful in thwarting property crimes – to social development approaches to address the root causes of crime. This is particularly relevant in light of the high percentage of youth crime that falls into this category

Performance Indicators:

- trends in statistics on property crime
- trends in statistics on property crime by youth
- trends in the demand for crime prevention/education programs
- trends in program evaluations on crime reporting

Outcomes:

- decreased break-and-enters and theft over \$5000. Reasons may include:
 - police-community partnerships reduce opportunities for property crime
 - social, economic and demographic conditions may be reducing the motivation for property crime
 - funding is available for crime prevention initiatives that focus on the recreational and social needs of youth
 - reduced number of charges against youth may result from greater use of restorative justice programs

Planned Improvements:

- continue to use pre-charge restorative justice processes for youth involved in property crime
- increase emphasis on crime prevention and education programs for youth
- work with substance abuse agencies, nationally and regionally, to develop solutions to causal relationships between drug use and property crime
- work with the police community and other partners to develop and share initiatives to decrease organized crime related property crime

Canada's Road Safety Vision 2010

Crime/Crash Clock

One murder every 16 hours	One fatality every 3 hours
One aggravated assault every 3.5 hours	One injury every 2.3 minutes
One violent crime every 108 seconds	One property damage crash every 71 seconds
One crime every 13.4 seconds	

Source: Canadian Justice Statistics 1999, Catalogue Canadian Centre for Justice Statistics (1999) Source: Transport Canada "2000 Motor Vehicle Traffic Collision Statistics"

12 Decline in Violent Crime

Problem:

Canadians are increasingly fearful of being victims of violent crime.

Strategies/Expectations:

- providing a range of appropriate interventions, from law enforcement to prevention, in response to the realities and perceptions of violent crime.
- delivering public awareness and prevention programs in partnership with social service agencies
- delivering multi-sectoral programs that address family violence, including child sexual assault
- addressing issues of homelessness and responses to the mentally ill
- focussing on a reduction of school violence through prevention and early intervention

Partners:

Health Canada, HRDC, DOJ, National Crime Prevention Centre, CSC, Aboriginal Nurses Association of Canada, provincial agencies, communities, prevention organizations, victim services organizations, other police agencies, schools, child and family service organizations

Outputs:

- violent crime increased in 2001 – made up 8.3% of all *Criminal Code* offences, down from 12% the previous year
- violent crime charges up by 6.2% to 99,166
- total persons charged with homicide or attempted homicide up (6.2%) to 289
- total number of assaults up by 4.9% and constituted 61% of violent crime charges laid
- decreased weapons offences dramatically by 27% to 6,787
- one out of three Aboriginal women abused by her partner compared to between one in eight and one in ten for Canadian women in general⁶

Performance Indicators:

- trends in police-reported crime statistics
- trends in results from surveys of crime victims
- partnerships with agencies engaged in reducing violent crime

Outcomes:

- improved law enforcement responses to violent crime in progress and services to victims of violence
- assisted in the establishment of victim and/or community services offices
- enforced provincial guidelines for the response to spousal abuse cases
- formed partnerships and incorporating protocols with other social agencies dealing with sensitive investigations (e.g., child sexual abuse)
- worked with high risk communities to break the cycle of family violence

Planned Improvements:

- continue to respond to the concerns of Canadians about violence in our homes, streets, and communities, as well as in our schools
- continue to work in partnership with other agencies, groups, and communities in crime prevention measures
- conduct complete and thorough investigations into cases of family violence
- assess the causal role of alcohol in the commission of violent offences
- work within the police community and with other partners to develop/share initiatives to decrease organized crime related violent crime



13 Contribution to Canadians' Increased Sense of Safety

Problem:

Being fearful restricts the lifestyles of Canadians, especially those who feel most vulnerable – the elderly, young urban females, disabled persons and visible minorities.

Strategies/Expectations:

- informing people about the actual statistical risk of being victimized to better judge their individual safety under various conditions
- working with media organizations and within the police community to deliver accurate crime reporting
- delivering public education, awareness and prevention advice
- encouraging communities to consider public safety as a community issue
- providing better-informed responses to victims by police and other service provider partners

Partners:

DOJ, SGC, National Crime Prevention Centre, Canadian Heritage, Industry Canada, Status of Women, Health Canada, HRDC, the academic community, provincial and territorial departments with public safety mandates, municipal governments, community crime prevention and safety organizations, national and international non-governmental organizations, media outlets and schools

Outputs:

- to deal with public fear – heightened by media sensationalism – we continued to implement community policing to ensure accurate knowledge about actual or statistical risk of being victimized under various circumstances
- worked with Industry Canada and other federal players, as well as the Media Awareness Network, to ensure accurate information about children's Internet use and the risks and opportunities offered by this technology
- worked with Industry Canada, Child Find Manitoba and other stakeholders in developing and refining a proposal for a cyber tip-line for complaints about child pornography
- produced awareness tools for vulnerable groups, and collaborated with media partners in developing public information messages about personal safety

Performance Indicators:

- trends through surveys with respect to personal safety concerns of Canadians
- accuracy of police contribution to media reporting, and media stories on crime related issues

Outcomes:

- opinion polls place the public's concern with crime as a social problem among the top ten issues to be dealt with by governments
- Criminal Victimization in Canada survey conducted by Statistics Canada in 1999, indicated that 91% of Canadians felt very or somewhat satisfied with their personal safety compared to 86% in 1993

Planned Improvements:

- encourage local surveys of victimization and fear of victimization, drawing upon the results of the 1999 Criminal Victimization in Canada survey
- review and revise current public education and information strategies regarding victimization
- highlight positive achievements toward crime prevention by individuals and communities

Bullying Symposium Looks at Preventive Community Action

Bullying is repeated negative actions committed by one child/youth or more against another, and includes actions that are physical, verbal, emotional or sexual. The RCMP was a sponsoring partner in the planning of a national symposium on bullying, designed to bring together national and international experts from disciplines such as psychiatry, psychology, education and youth advocacy along with community members and youth, to develop a national blueprint to guide preventive community action.

13 Contract Policing Services

Contribution to Canadians' Increased Sense of Safety



Innovations in Crime Prevention

In 2001, the RCMP participated in the Federal/Provincial/Territorial Working Group Reviewing Spousal Abuse Policies and Legislation co-chaired by the Departments of Justice Canada and Nova Scotia to look at police responses to family violence. As a result of this review, the RCMP modified its national policy on domestic violence to remove ambiguity around the use, pre-charge, of restorative justice in cases of spousal or partner abuse.

It now states clearly that, where reasonable and probable grounds exist, a charge is to be laid. Following a FPT Forum on Spousal Abuse sponsored by the Department of Justice, the RCMP convened its first National Spousal Partner Assault Workshop in February 2002. Headquarters will be exploring next steps from the workshop and making revisions to its national policy on victim services in the coming years.



14 Decline in Youth Involvement in Crime

Problem:

Canada has unacceptably high numbers of youth in the criminal justice system, and youths are victims of crime in disproportionate numbers.⁷

At the same time, the public wants serious offences committed by youth to be dealt with effectively and meaningfully. There is great regional, cultural and gender variation in youth involvement in crime. The police role is pivotal, dealing in a culturally appropriate manner with youth who offend, with children under 12 whose behaviour would be considered criminal if they were aged 12, and with young victims of crime.

Strategies/Expectations:

The youth justice renewal initiative – includes the new *Youth Criminal Justice Act* – provides an exceptional opportunity for us to focus attention on the police response to youth who come into contact with the law. Police will be required to consider non-court options – consistent with our longtime practice of the following approaches with youth:

- diverting young persons from the formal justice system rather than charging them
- preventing youth from engaging in criminal activities
- using restorative justice to serve the needs of victims, offenders and the community
- making early interventions in the lives of youth in situations of risk
- consulting with, and engaging, youth
- raising awareness of the youth involvement in crime
- integrating with community social service agencies having mandates for children, youth and families

Partners:

DOJ, SGC, National Crime Prevention Centre, Health Canada, HRDC, INAC, Canadian Heritage, Industry Canada, DFAIT, provincial agencies, communities, national and international organizations with mandates for children and youth, victims services organizations, other police agencies, and the education sector

Outputs:⁸

- number of *Criminal Code* charges – excluding traffic - against young persons remained virtually the same as 2000, at 26,735
- number of youths chargeable, but not charged, up significantly by 15% to 36,975 from 32,018 in 2000
- total number of non-parental abductions down by 19%
- total number of parental abductions up by 28%
- total number of child pornography charges up by 171%

- criminal records checked for employees and volunteers – these checks represent one step in the screening process for child-serving organizations, such as Block Parents and other community groups

Performance Indicators:

- trends in police and government statistics for crime and victimization rates
- trends in enforcement of *Criminal Code* offences
- trends in the enforcement of provincial/territorial family and child protection legislation
- trends in youth participation in social and recreational programs
- trends in substance abuse and other high-risk behaviours among youth.
- recidivism rates for youth who benefit from restorative justice processes
- evaluations of education, awareness and intervention efforts in relation to demographic, cultural and gender needs

Outcomes:

- reduced the numbers of youth entering the formal justice system – the combined strategies of focussing on the root causes of offending behaviour, and using culturally appropriate restorative justice approaches appear to hold promise
- engaged youth socially in their community.
- increased dialogue between police and youth
- continued development of the www.deal.org, a youth driven Web site promoting healthy life choices

Planned Improvements:

- build on the five-year youth strategic plan – adopting a new approach for dealing with youth issues by following a model of crime prevention through social development
- develop education resources/ programs to enhance safety measures within communities – focus on schools – including police in the school liaison office
- implement restorative justice initiatives – Community Justice Forums (CJF) – to reduce recidivism, especially young offenders responsible for minor offences
- developing methods to track the recidivism of youth diverted from the formal justice system and from the extra-judicial measures
- assess the impact of organized crime on youth and communities

14 Contract Policing Services

Decline in Youth Involvement in Crime

Linking Youth on the World Wide Web

We received \$300,000 from the Government On-Line initiative to create a localization engine for www.deal.org the “by youth, for youth” Web site supported by the RCMP to engage youth. This was the only successful GOL submission from the RCMP.

The project allows communities across the country to establish their own localized web magazines, as part of the national www.deal.org network. Youth use the site to obtain accurate information about issues of concern to them, to discuss these issues, and to promote projects and initiatives by youth that foster healthy lifestyle choices.

Video Gives Examples For Local Youth Projects

A new video entitled *The Excellence Files* is going out to RCMP detachments across the country to demonstrate, through four different case histories, how members can build stronger links with young people in their communities.

The accompanying booklet helps viewers adapt the ideas depicted in the case histories to their local detachment area. It also guides them as they think up their own solutions and strategies to local challenges. The video is part of the NYS approach to crime prevention through social development, a program which also includes training for members in the new *Youth Criminal Justice Act* (YCJA) which takes effect as of April, 2003.

Alcohol Abuse Plays Major Role In violent Crimes

In Canada, police have consistently maintained that 80 to 90% of crimes are caused by use of illicit substances.

However, a very important co-sponsored police study, released recently, has shown that while a substantial portion of crime is causally related to substances – 40 to 50% per cent, lower than expected. The substance mainly consumed by offenders before they commit their crime(s) is alcohol alone, followed by alcohol and drugs, and then drugs, alone. Alcohol is more correlated with violent crimes, and the use of drugs with property crimes.

Kai Peranen and Serge Brochu. “Proportions of Crimes Associated with Alcohol and Other Drugs in Canada.”

Visit our partners’ Web sites for more information

National Crime Prevention Centre:
www.crime-prevention.com

National Clearinghouse on Family Violence:
www.hc-sc.gc.ca/hppb/familyviolence/bilingual.htm

Department of Justice site for youth justice:
www.canada.justice.gc.ca/en/ps.yj/index.html

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

International Centre for the Prevention of Crime:
www.crime-prevention-intl.org

Volunteer Canada:
www.volunteer.ca

15 Policing Approaches That Are Responsive to the Needs and Culture of Canadians

Problem:

Traditional criminal justice and policing responses do not meet fully the needs of Aboriginal peoples and Canadians of other cultures. These responses should be more culturally appropriate, be based on stronger partnerships with Aboriginal and other cultural communities, and address underlying social conditions.

Strategies/Expectations:

- adopting restorative justice approaches
- implementing Community Justice Forums (CJFs)
- fostering cultural awareness
- fostering spirituality and using healing circles in Aboriginal communities
- recruiting more Aboriginal and visible minority persons into the RCMP
- creating and strengthening partnerships with visible minority and Aboriginal leaders and communities

Partners:

Aboriginal communities and leaders, visible minority communities, DOJ, INAC, Office of the Federal Interlocutor for Métis and Non-status Indians, CIC, Canadian Heritage, HRDC, National Crime Prevention Centre, Aboriginal Nurses Association of Canada and provincial/territorial health officials

Outputs:

- trained 125 additional facilitators to create and manage CJFs in Aboriginal communities to add to the previous total of 2,500.
- funding for the Aboriginal Youth Training Program (AYTP) was not received due to other funding priorities. Only a few provinces were able to secure separate funding to hire one student
- received new funding partnership with HRDC under the Aboriginal Cadet Development Program (ACDP) – requires the RCMP and provinces/territories to agree to tripartite funding of cadets. Of 60 cadet places only 12 were hired. Newfoundland and Labrador were the only provinces that committed funds
- developed Inuit Cadet Development Program (ICDP) in Nunavut – forming part of the larger Inuit recruiting initiative
- trained 27 members in Manitoba on Aboriginal history and culture, entitled Aboriginal Perceptions
- developed – post-September 11, with a team of specialists – a Cultivating Peace curriculum for use by police and community partners in schools and other youth settings, to promote peace and cultural awareness

- with the Aboriginal Nurses Association of Canada collaborated on a study of the incidence of family violence in Aboriginal communities – a first step in an action plan developed with Aboriginal community members and spiritual advisors
- commissioned an impact study of the Cole Harbour Community Constable Pilot Project – Black Nova Scotians joined the detachment as Community Constables in an effort to improve police-community relationships
- allocated funds from the National Strategy on Community Safety and Crime Prevention to the “White Stone” youth suicide prevention workshops – to teach young adults and community caregivers about suicide prevention and to present suicide prevention education sessions to youth in their home community

Performance Indicators:

- trends in the number of CJFs used by the RCMP and aboriginal community members
- satisfaction expressed by clients, victims, communities and service providers
- reduction in the Aboriginal population in federal and provincial correctional facilities
- consultation, co-operation, co-ordination and collaboration with visible minority groups



Outcomes:

- lack of funding for the AYTP curtailed this important initiative, reduced in the short term the effect of the government's priority to strengthen its relationship with Aboriginal people. The funding issues are being discussed with INAC and if the results are favourable, then the long term benefits will be strong.
- decreased recruitment of Aboriginal cadets under the ACDP – in the longer term this will improve as the new funding agreement is implemented

15 Contract Policing Services

Policing Approaches That Are Responsive to the Needs and Culture of Canadians

- Commissioner's National Aboriginal Advisory Committee continued to provide advice on issues affecting Aboriginal communities and the Aboriginal membership. This advice supports the strategic direction and service delivery in areas such as recruitment, promotions, racism and harassment
- recruited visible minority cadets to increase cultural awareness
- Commissioner's Advisory Committee on Visible Minorities identified visible minority communities concerns and advises on such issues as recruiting, retention and promotion of visible minority members

Planned Improvements:

- provide additional, systematic evidence of the positive impact of restorative justice activities
- work with Aboriginal people, communities and other government departments to initiate ongoing strategic responses to social and justice issues affecting Aboriginal communities
- continue working with their provinces or territories to secure funding partners for the ACDP program
- program review the AYTP and ACDP to determine the satisfaction level of clients, partners and stakeholders and future direction
- continue Aboriginal Perceptions training across Canada – train 1,000 members in five years
- continue partnership with the Aboriginal Nurses Association of Canada and the National Crime Prevention Centre, to develop an action plan for Aboriginal people that will complement the federal government's Family Violence Initiative
- continue efforts to boost and develop the RCMP's research and policy capacity in this area



Understanding the Legacy of Residential Schools

On the recommendation of the Commissioner's National Aboriginal Advisory Committee, the RCMP's intranet has a link to the Web site of the Aboriginal Healing Foundation. RCMP employees who visit the site can explore and understand the impact on Aboriginal peoples of Canada's historic system of residential schools.

Entitled *The Healing Has Begun*, the site explains the history of the residential schools and presents first-person accounts by former residents. It also follows the progress of many who have dealt with this experience and moved on with their lives. The committee felt that providing this very personal material would sensitize RCMP employees to the background of many of their Aboriginal clients, and help provide some perspective to their present behaviour and situations. A hard copy brochure with similar information has been distributed to Aboriginal Policing Services across the country.

Working Together: A Cornerstone in Reducing Suicides

Members of the RCMP in St. Paul, Alberta held a White Stone workshop that brought together 28 participants from 11 Metis settlements and four First Nations communities. White Stone is a culturally sensitive suicide prevention program funded by the National Strategy on Community Safety and Crime Prevention.

This groundbreaking event was the first time that people from these two local groups had come together to work in partnership. On the fifth and last day of the workshop, participants created a formal network to continue the work started at the workshop. Organizers say that achieving a network and partnership where none existed before starts the process of real change around suicide and other issues in communities.

16 Increased Road Safety

Problem:

The free and safe movement of people, their vehicles and their goods on our roads

Strategies/Expectations:

- utilizing problem-solving techniques and intelligence-gathering, to identify the major factors
- developing a quality service delivery system for traffic designed to increase public safety

Partners:

Transport Canada, CACP, Canadian Council of Motor Transport Administrators, federal, provincial, territorial departments responsible for road safety, University of Alberta

Outputs:

- 1,166 persons were killed in crashes which is a decrease of 2.3% over the previous year.
- collisions increased by 5.8% from 2000 with 46,423 people receiving injuries (an increase of 2.4% – previous year showed an increase of 9.9%)
- selective traffic enforcement and education programs raised the seat belt wearing rate
- impaired driving offences rose sharply by 35.8% to 42,375 – while persons charged with driving with a blood alcohol level in excess of 80 mg increased by 5.7% to 12,762
- charges of Dangerous Operation of a Motor Vehicle causing death decreased 26%, and causing injury remained constant
- charges of Impaired Driving of a Motor Vehicle Causing Death decreased 21%, and causing injury decreased 6.5 %
- Checkstops increased by 11.77% to 25, 511

Performance Indicators:

- trends in motor vehicle collisions resulting in death and serious injury
- trends in occupant restraint use
- trends in impaired driving
- trends relative to the goals set out in Road Vision 2010

Outcomes:

- continued the Southern Alberta pilot work and will continue until 2004
- all provinces have received Traffic Service training except New Brunswick
- actively developed and delivered traffic enforcement and education programs to increase the use of occupant restraints, decrease impaired driving, raise

awareness of intersection safety and to reduce other high risk driving behaviors

- developed job description and selection criteria for Traffic Service positions
- adopted in all but two provinces, an organizational structure which provides for a better service delivery in the area of Traffic Services
- developed new audit instrument in all provinces to evaluate the traffic function.

Planned Improvements:

- continue the traffic service pilot project in Alberta and strengthen the Traffic Services program across Canada
- continue to develop/deliver traffic enforcement/ education programs designed to increase the use of occupant restraint systems and to decrease impaired driving and other high risk driving behaviors
- continue to monitor human resourcing issues including the new organizational structure, audit system and functional job descriptions for traffic services

New to the Concept of Traffic

In Newfoundland and Labrador one segment of the Trans Labrador Highway, which opened in April 2002, gives several coastal communities year-round access to the outside world by road for the first time. The benefits of increased commerce and tourism are countered by safety concerns for people who have never seen traffic lights or speed limit signs.

RCMP members are helping residents understand the implications of regular vehicular traffic. They advised community groups to bring in driving instructors to provide basic driver training. They plan to talk to the children about road safety and seatbelt use. They have also communicated to the provincial government the urgent need for support in the form of tow trucks, ambulances, emergency equipment and nearby medical care, as collisions are likely to occur in these unique circumstances.

17 Contract Policing Services

Reduction in the Number of Public Complaints

Problem:

To promote public trust and confidence in services, we respond to all public complaints of actual or perceived inappropriate conduct by RCMP employees.

This is done to satisfy the complainant and demonstrate accountability to the public, while simultaneously respecting the rights of our employees.

Strategies/Expectations:

- responding to all complaints in a transparent and timely manner
- resolving complaints by informal meetings between the complainant and indicated employee(s), where appropriate
- promoting improved communication

Partners:

RCMP Division Staff Relations Representatives (DSRR), The Commission for Public Complaints Against the RCMP (CPC), SGC

Outputs:

- reached conclusions for 1,550 of the outstanding public complaints made by the public under Part VII of the *RCMP Act* – authorizes any member of the public, whether or not affected by the subject matter of the complaint, to lodge a complaint about the on-duty conduct of any member or other person appointed or employed under the *RCMP Act*.
- withdrew 16% (up from 13% in 2000), while 40% were dealt with informally (up from 33% in 2000) and about 44% handled through a formal process (down from 54% in 2000)
- increased number of informal resolutions to the complaints by 7% over the previous year

Performance Indicators:

- number of overall complaints reduced and an increased number of informal resolutions

Outcomes:

- recorded fewer complaints indicating greater public satisfaction with our conduct. Other factors contributing to the lower total include:
 - increased use of the community-based policing model
 - supported Mission, Vision and Values of the organization
 - increased delegation of authority to deal with and resolve complaints directly in the field
 - encouraged resolution of complaints informally, where possible/ appropriate

Planned Improvements:

- further developments to an automated public complaints information system
- increase number of informal resolutions to public complaints
- improve thoroughness and timeliness of public complaint investigations
- greater speed in handling remedial action

Commissioner's Review of CPC Reports

In a study of 42 files provided in response to a CPC interim report:

CPC: made 192 findings and 86 recommendations.

Commissioner: agreed with 173 findings (90.1%) and supported 65 recommendations (75.6 %).

Overall concurrence rate: 85.6 %.

For information about our partners, visit the following Web sites:

RCMP Division Staff Relations Representative Program:
www.rcmp-grc.gc.ca/html/dsrr.htm

Commission for Public Complaints Against the RCMP:
www.cpc-cpp.gc.ca

18 Increased Satisfaction Levels of Clients and Partners

Problem:

Victims, witnesses, general public, community stakeholders, volunteers and offenders are entitled to a level and quality of service appropriate and consistent with the *Charter of Rights and Freedoms* and other standards for human rights enjoyed by Canadians.

Strategies/Expectations:

- improving service quality
- fostering continuous learning and development.
- improving accountability
- participating in public complaints processes, both formal and informal
- surveying client satisfaction through quality assurance

Partners:

SGC, all clients and stakeholders

Outputs:

- continued to educate employees on the policing agreements, allowing for an improved and more efficient services delivery between Divisional personnel and the Provincial and Municipal contracting clients
- divisions implemented a more consistent method of tracking client satisfaction
- services to Aboriginal communities is constantly being reviewed at the national and provincial level
- feedback received on both the headquarters role and on divisional operational practices from federal, provincial and territorial officials with mandates for policing and public safety issues
- input by other federal departments, provincial and territorial officials, and national and international non-governmental organizations
- Saskatchewan and Manitoba divisions have made client satisfaction part of their Quality Assurance review process

Performance Indicators:

- satisfaction expressed by clients and contract partners
- reduction in public complaints

Outcomes:

- individual and institutional clients and partners, at the local community level, continued to express support for our community programs
- formed Alberta Policing Review project group to examine current operational structures and provide recommendations.

- British Columbia Policing Study continued and reviewed recommendations for service delivery to large urban municipalities, and improvements in efficiency, effectiveness and accountability.
- provincial and territorial officials expressed satisfaction with leadership on issues of family violence and service to victims, and with attention to personal, family and community safety
- invited to several important public policy discussions on issues of policing, public safety and crime prevention

Planned Improvements:

- continue to search for innovative and affordable ways to obtain systematic feedback on the quality of our services
- improve the delivery of our services and ensure they remain relevant to the needs of our clients, partners and stakeholders
- continue to review recommendations of the BC Policing Study in consultation with all affected clients/stakeholders
- continue the Alberta Policing Review
- design an appropriate methodology and conduct a subsequent survey of contract partners to ensure our services and delivery methods remain relevant to the needs of our clients
- prepare for the 2007 review of the 20-year Police Services Agreements
- seek to actively boost confidence in safety among visible minorities and recent immigrants whose sense of vulnerability may be heightened post September 11

Consulting a Young Clientele

When the RCMP consulted young people in the context of the National Youth Strategy, they provided some practical advice: police should establish relationships with children, in the school setting, beginning in very early grades and make these interactions regular, reliable, and fun.

Youth say that police should join the school's sporting and social events, and drop by for lunch. And, police should wear their uniforms sometimes and plain clothes on other occasions, so children associate the uniform with trust and see the police officer as a person.

18 Contract Policing Services Endnotes

1. "Partners in Policing: the RCMP Contract Policing Program," *RCMP Gazette* [Ottawa], June, 1997, p. 2-4.
2. This includes the proportion of crime victims who have reported their incident to the police thereby contributing to official crime rates for crimes against people and property. However, because they are expensive, victim surveys are infrequently conducted.
3. Canada. Canadian Centre for Justice Statistics, Statistics Canada. *Crime Statistics in Canada, 2000*. Ottawa, 2000.
4. In their daily work, RCMP officers enforce a complex range of laws, statues, ordinances and bylaws on behalf of three levels of government in those jurisdictions where we have policing agreements ie. Criminal Code, other federal statues, provincial statues, territorial ordinances and municipal bylaws, excluding traffic enforcement
5. Refers to incidents that are reported to police and are supported by evidence.
6. Aboriginal Nurses Association of Canada and the Royal Canadian Mounted Police. *Family Violence in Aboriginal Communities*, May 2001.
7. "Criminal Victimization in Canada, 1999," *Juristat* [Ottawa], Vol. 20, No. 5, Canadian Centre for Justice Statistics, Statistics Canada.
8. To identify the involvement of youth in crime, the only statistics available on the age of offenders occur when charges have been laid. Statistics refer to young offenders either as "charge" or "not charged", because where appropriate, alternatives to criminalization are sought.

National Police Services

National Police Services (NPS) is the backbone for all law enforcement operations. Success in the coordinated fight against crime is contingent upon the excellence of the services we provide to our clients – clients which include over 500 Canadian police agencies.

Administered by the RCMP, NPS provides specialized leading edge technical services to the law enforcement community. The programs contribute significantly to government-wide priorities – most notably *Building Safer Communities*. These programs are aligned with the Solicitor General of Canada's priorities for public safety, particularly the strategy to combat organized crime.

NPS strives to improve law enforcement investigative tools and the nature, scope and quality of shared law enforcement information which is used by the Canadian criminal justice community, municipal and provincial police agencies, federal departments, law and regulatory enforcement agencies, and selected foreign police organizations, including Interpol.

Approximately 70% of the NPS business line service delivery is external to the RCMP.

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

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

- criminal records
- fingerprints
- forensic imaging
- firearm registration
- missing children

The **Forensic Laboratory Services** conduct scientific analyses of evidence from crime scenes, present forensic evidence in courts; and research and develop new and advanced forensic methods, such as DNA analysis. Canada's National DNA Data Bank has solidified its international reputation as an exceptional mix of technology and talent. Law enforcement officers in every region of the country are taking advantage of the integration of science and police work to build cases



National Police Services

Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Outcomes:

- Enhanced client access to advanced forensic laboratory services
- Enhanced law enforcement access to criminal, fingerprint, and firearms records
- Effective and timely sharing of criminal intelligence
- Advanced training, research and information services

National Police Services

against suspected offenders and to exonerate the innocent.

The facilities and systems of **Criminal Intelligence Service Canada** enhance the sharing of criminal intelligence and the promotion of inter agency cooperation. The complex nature and threat posed by organized crime requires, more than ever, that the police and law enforcement community respond to this threat through partnerships, seamlessness and the sharing of intelligence. Effective responses must be based on sharing timely, accurate and reliable criminal intelligence on organized crime groups.

The **Canadian Police College** provides state of the art research and tools, specialized operational training, as well as management and executive learning, delivered at a national level.

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

The recently established NPS Advisory Council is comprised of a group of distinguished Canadians, all recognized for their significant contribution to the public interest. They are asked to provide strategic advice on the various activities of the business line, as well as providing a futuristic corporate direction.

Keeping Canada and Canadians safe is a goal which carries with it great responsibility. We will continue to work to determine the most appropriate and responsible ways to deliver National Police Services – to the law enforcement community and the Canadian public.



National Police Services Business Line Resource Inputs, 2001/2002

Financial Resources (Total Gross Expenditures):	
Planned Spending (Estimates Part II)	\$342,200,000
Total authorities	\$382,900,000
Actual Spending	\$354,400,000
Human Resources	
Actual FTEs utilized - (8% of total RCMP FTEs)	1,635

19 Enhanced Client Access to Advanced Forensic Laboratory Services

Problem:

Critical evidence in support of police investigations increasingly requires sophisticated, costly and rapidly changing technologies.

Strategies:

- developing a new case management methodology which includes Case Receipt Units, Evidence Recovery Units, Case Priority/Client Service Standards, Employee Performance Standards, a Resource Model and a Laboratory Information Management System
- working towards ISO accreditation of all six operational laboratory service delivery sites

Partners:

Canadian police investigators, Crown Counsel, federal and provincial departments and agencies, a fully-accredited private sector DNA laboratory

Outputs:

- 8,988 forensic cases (14,640 requests for examination), of which 28% involved violent crime and 8.7% counterfeit currency, payment cards and travel documents, potentially associated with organized crime, 2,986 subpoenas were received which resulted in 622 court attendances
- analyzed 2,557 biology (DNA) cases
- National DNA Data Bank made 11 crime scene to crime scene and 181 offender to crime scene matches
- Vancouver, Regina, Winnipeg, Ottawa and Halifax laboratory service sites were accredited by the Standards Council of Canada. All RCMP laboratory service sites are now ISO 17025 accredited.

Performance Indicators:

- response times for results and conclusions of forensic examinations to clients
- National DNA Data Bank success in linking crimes where there are no suspects, helping to identify or eliminate suspects, and determining whether a serial offender is involved
- client satisfaction with forensic examinations to criminal investigations

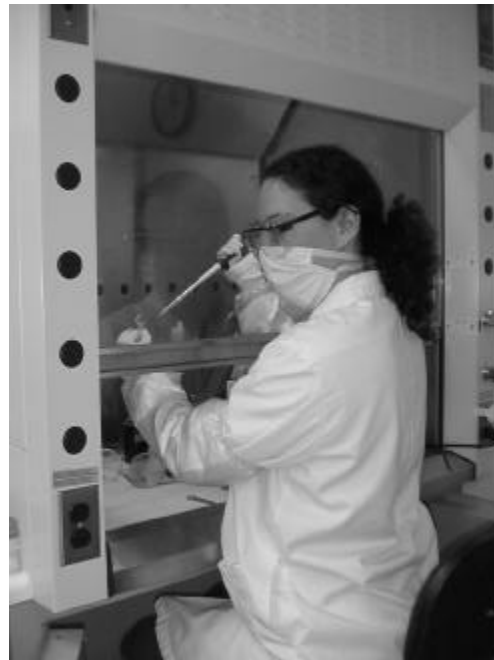
Outcomes:

- shorter investigations in 17% of cases
- lowered investigative costs
- successfully identified and/or eliminated suspects in 31% of cases
- established links among victims, suspects and crime scenes in 33% of cases

- contributed to speedy and effective justice
- high rate of client satisfaction with services

Planned Improvements:

- realize benefits and enhanced client service delivery through the consolidation of services
- streamline casework management to prevent duplication of work and avoid work of limited probative value
- capitalize on the experience and insight of the National Forensic Laboratory Services Advisory Committee
- review client satisfaction and improve services – Quality of Service Questionnaire will be provided after analyses



19 National Police Services

Enhanced Client Access to Advanced Forensic Laboratory Services



Scientific Support of Terrorist Investigation

On April 6 2001, the jury in the trial of Ahmed Ressam returned a verdict of guilty on all charges in Los Angeles, California. This verdict concluded an international investigation that extended over 16 months, and represented a significant victory for law enforcement in the fight against terrorism. Scientists from the Chemistry and Biology Sections of Forensic Laboratory Services became closely involved in this investigation at the request of Montreal RCMP National Security Intelligence Service (NSIS) on Christmas Eve of 1999. Laboratory assistance involved screening vehicles on site in Montreal with an explosive detector and items from several residences and vehicles were also examined in the laboratory.

A search of Ressam's Montreal apartment, resulted in seizure of pants and shoes on which RDX (a high explosive) was found. DNA typing profiles obtained from the shoes and the pants were found to match the profile obtained from the known sample from Ressam.

Testimony of RCMP FLS scientists given in Los Angeles in March 2001 was described by the US Department of Justice lead prosecutor, Andrew Hamilton, as contributing to the resounding success of this trial.

20 Enhanced Law Enforcement Access to Criminal, Fingerprint, and Firearms Records

Problem:

Canadian Police and law enforcement personnel require timely and accurate police information to ensure efficient and effective law enforcement and other police services that contribute to safer Canadian homes and communities.

Strategies:

- ensuring the reliability, validity and quality of information provided
- ensuring rapid turnaround time for police information requests
- enhancing the capacity of services to handle the growing demand for information services

Partners:

Approximately 500 Canadian police agencies plus federal and provincial departments and agencies through the 18,500 "NPS Net" points of access

Outputs:

- management of 3.1 million criminal record files (415,000 criminal record file updates) and 215,000 Refugee record files (31,000 new Refugee applicants)
- 123,380,000 queries made to the Canadian Police Information Centre (CPIC) system including 27,465,000 criminal record requests; there were approximately 6,500,000 records in the CPIC persons files as of December 2001 including almost 3,700,000 in the Firearms Interest Police (FIP) category
- 151,000 requests for non-criminal fingerprint screening including 20,000 requests from pardon applicants
- 37,000 criminal record transactions in support of the Pardon program
- National Missing Children Services contributed to the recovery of 565 children and 600 files were opened to total more than 1,900 open files
- 337,000 searches of fingerprints by the Central Fingerprint Repository in response to inquiries
- 6,200 criminals identified through fingerprints found at crime scenes and searched against the Central Repository through the central site and 14 Automated Fingerprint Identification System (AFIS) sites

Performance Indicators:

- level of satisfaction by users of the databases and services
- data quality, accuracy, completeness and timeliness.

Outcomes:

- timely police and law enforcement investigations – contributed to more efficient and effective policing services for Canadians

- quicker identification of criminals who are removed from communities

Planned Improvements:

- improve CPIC through furtherance of the CPIC Renewal Project via stabilizing, re-platforming/ enhancing the system
- seek approval and funding for Real Time Identification (RTID) – allow suspects to be identified while in custody, and update the associated criminal record with data entered once at the source. RTID will provide a seamless, paperless electronic submission of criminal record data to the Central Repository
- strengthen partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute Standards of Technology (NIST) standards for the electronic exchange of fingerprint and other data

Forensic Science at your Service

An elderly war veteran — partially deaf, legally blind, left arm amputated, was being driven to the pharmacy by his wife. When she dashed into the pharmacy to pick up the gentleman's prescription, a passing thief seized the opportunity to steal the still-running car. The gentleman began to shout at the thief to stop, but he refused, and instead threatened the old man with physical violence. A scuffle ensued, during which the war veteran scratched and beat at the driver's face. The panicking thief abandoned the vehicle in the middle of the street, where passing motorists offered assistance to the victim.

The vehicle was processed for fingerprints by the North Vancouver RCMP Identification Section. A right thumbprint was found on the central door post. Hair and fibres, and minute traces of blood were also retrieved. The fingerprint was sent to the British Columbia Automated Fingerprint Identification System (BCAFIS) for immediate search and the suspect was positively identified. The suspect was found to be in custody on a theft charge that had occurred later that night. Police confirmed that the suspect had noticeable scratches on his face.

He was later convicted in Vancouver Court of Theft Auto and Unlawful Confinement.

Problem:

Organized crime is a multi-billion dollar industry that is global in scope and has a significant impact on Canadian society. The sharing of timely, accurate and reliable criminal intelligence on organized crime groups is critical for effective responses by Canadian law enforcement agencies to combat these major crime threats.

Strategies:

Criminal Intelligence Service Canada:

- together with the nine provincial bureaus, gathering and sharing high quality criminal intelligence and information through strong partnerships with Canadian and international police and law enforcement agencies
- facilitating co-operation among partners and a better response to the problem of organized crime, through presentations, workshops and training focussed on the needs of analysts and investigators of organized crime
- enabling shared criminal intelligence and information on groups and individuals involved in organized crime through the Automated Criminal Intelligence Information System (ACIIS)

Partners:

CISC partners with over 380 police and law enforcement agencies throughout Canada including CCRA, DND, CSC and CSIS as well as with counterparts in the U.K., Australia and the US, the CACP, SGC and Interpol

Outputs:

- established national strategies to combat the activities of outlaw motorcycle gangs and thwart the sexual exploitation of children, as well as national priority projects on Asian-based, East European-based and traditional organized crime, and shared criminal intelligence with partners Canada-wide and internationally
- continued to monitor and address other organized crime issues both existing and emerging, such as organized crime in marine ports, the illegal movement of firearms and cybercrime
- maintained and promoted the Automated Criminal Intelligence Information System (ACIIS)
- provided resources to the provincial bureaux with the specific goal of ensuring maximum input to ACIIS
- established strategic partnerships with law enforcement agencies, government and the private sector
- delivered ACIIS training, specialized criminal

intelligence courses and workshops as well as the annual organized crime workshop for law enforcement investigators and analysts

Performance Indicators:

- partners satisfaction level with regard to the quality of criminal intelligence shared
- delegates satisfaction level with workshops and criminal intelligence training

Outcomes:

- public and partners enhanced awareness of the threat of organized crime – as a result of the *CISC Annual Report on Organized Crime*
- improved criminal intelligence based on information/intelligence in the national database ACIIS
- greater operational effectiveness through criminal intelligence and training
- increased capacity to combat organized crime

Planned Improvements:

- ensure information and intelligence provided by CISC serves the needs of the Canadian law enforcement community
- ensure expertise in CISC to provide information/intelligence efficiently and effectively
- improve the response of Canadian law enforcement to the threat of organized crime – championing an intelligence-led policing model
- continue to review the efforts of all of CISC's partners in light of the RCMP's strategy for organized crime
- continue, over the short term, to provide resources to the provincial bureaux to maximize input to ACIIS
- develop CISC's capability to deliver strategic intelligence assessments to its membership

CISC Annual Report on Organized Crime in Canada – 2001

www.cisc.gc.ca

RCMP Organized Crime Initiative

www.rcmp.ca/organizedcrime/index_e.htm

Criminal Intelligence Program

www.rcmp-grc.gc.ca/crim_int/

22 Advanced Training, Research and Information Services

Problem:

Canadians continue to be concerned about domestic security and the sharp rise in organized and high-tech crime. The Canadian Police College (CPC) and Technical Operations (Tech Ops) equip police officers with advanced tools, expertise, skills and technical knowledge, and develop the leadership abilities of police managers to meet emerging challenges.

Strategies/Expectations:

Canadian Police College strategies:

- continuing expansion of information and training on-line
- implementing a new strategic plan for the Police Sciences School (PSS) focussing on organized crime and counter-terrorism, technological crime and intelligence training
- assessing KPMG recommendations to determine the feasibility of implementing "best business practices"
- revising learning programs for police executives
- providing internet access to the CPC Library catalogue to all Canadian police services
- becoming a learning organization by adopting the federal government model

Technical Operations strategies:

- researching and developing technical tools and expertise to prevent and investigate crime
- assisting Canadian police agency partners through training and technology
- implementing a national secure communication system for the transmission of classified information
- enhancing the level of service delivery of the ViCLAS violent offenders registry

Partners:

Police academies, police agencies, police professional organizations, colleges and universities

Outputs:

CPC:

- trained over 2,800 police personnel in 117 sessions of 40 different courses
- 642 students completed on-line courses
- delivered seven new police executive workshops, two in conjunction with the annual conference of the Canadian Association of Chiefs of Police
- redesigned Senior Police Administration Course to emphasize leadership and the changing responsibilities of police middle managers
- implemented phase I of the PSS strategic action plan to prepare staff for major change

- 85% of CPC staff received professional development during the year
- six trainers received adult education certificates or diplomas from St. Francis Xavier University
- upgraded CPC Web site received 1.5M "visits"
- library loans increased by four%
- over 300 people attended, in person, or remotely, three seminars on trends and challenges in policing
- a special seminar on "Building on the [RCMP] Heritage" marked the CPC 25th Anniversary
- created Technological Crime Learning Institute and its resources doubled by reallocation achieved cost recovery target
- established four horizontal management committees

Technical Operations:

- increased development of partnerships within the police community and private sector – due to the ever increasing need for technological exchange
- partnered with a number of foreign police and public and private sector agencies to ensure we have the most up-to-date law enforcement technologies
- leveraged research and development resources to address a broad range of research projects
- dedicated funding acquired from central agencies to address specific client needs
- established a new Technological Crime Branch (TCB) to conduct research and development into lawful access technologies, and to conduct criminal investigations into high tech crime



22 National Police Services

Advanced Training, Research and Information Services

- completed upgrade of the RCMP's lawful access monitoring systems
- provided resources for the research and acquisition of systems for legally authorized electronic voice and data gathering
- broaden partnerships with both domestic and international law enforcement agencies
- implement a performance based management program to address all strategic objectives pertaining to research/training programs

Performance indicators:

At the both **CPC and Technical Operations:**

- trends in client demand and services provided
- client satisfaction surveys

Outcomes:

CPC:

- improved quality of learning services
- improved staff competencies
- improved business management
- improved partnerships with stakeholders
- improved service to clients

Technical Operations:

- increased client efficiency and effectiveness
- products and services are timely, operationally efficient and of high quality
- maximized integration of research initiatives and law enforcement efforts
- maximized strategic alliances/partnerships

Planned improvements:

CPC:

- revitalize police research program
- implement phases II and III of the PSS strategic action plan
- develop phase II of the continuous learning program in the Police Executive Centre
- evaluate new Senior Police Administrators Course
- launch legal studies program with Osgoode Hall Law School
- launch Council of Investigative Excellence
- develop a new strategic vision for the CPC Library to maintain a leadership

Technical Operations:

- develop comprehensive high tech crime training programs for both technical investigators and general duty officers
- expend a higher percentage of resources on research and development
- enhance RCMP input into the Government of Canada's Security Policy

International and national recognition

"I would like to stress that all of our contacts with your school have been very fluent (sic)...Both the quality of the courses and the logistical support... showed great professionalism" Federal Police, Belgium.

"I am a US Army [CID] member and I just wanted to let your organization know that ... the course of instruction was excellent with no time wasted and each instructor being top-notch in their field."

"Never in my 17 years of service have I had the opportunity to receive such comprehensive training directly linked to the work that I do." corporal, C Division, RCMP.

Peacekeeping Services

On behalf of the Canadian Government, the RCMP manages the participation of Canadian police personnel supporting multi-lateral organizations to promote international peace and security through operations with a police element.

The RCMP delivers civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of peacekeeping and other peace support operations. Under this arrangement, police will maintain law and order with an executive and non-executive mandate, provide monitoring, mentoring and training activities, as well as serving as facilitators to improve cooperation between police and the communities they serve. The objectives of this arrangement are to enhance multi-lateral capacity to restore order and work with local police components so that they carry out their policing responsibilities in accordance with democratic principles.

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers. They are responsible for departments involved in peacekeeping under the Canadian Police Arrangement – DFAIT, CIDA and the Solicitor General of Canada – pursuant to the Government's foreign policy on peacekeeping – routinely falling under a UN mandate.

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

The overall success of Canadian participation in civilian police peacekeeping missions is shaped by external factors over which the RCMP has little control. These factors include the nature and scope of the internal conflict in the foreign country; the professionalism, leadership, standards and training of the foreign country's police; and the willingness of that country's citizens to be policed by their own police force.

Results – such as lasting peace – may not be achievable as an outcome of a peacekeeping mission. The provision of humanitarian assistance and the establishment of a foundation upon which future efforts may be based ultimately benefit both the country experiencing the internal conflict and Canada. The key outcome is law enforcement personnel with improved skills in delivering policing services in culturally diverse communities.



Peacekeeping Services

Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Outcomes:

- Timely and cost-effective provision of law enforcement personnel for peacekeeping missions
- Increased quality in the services offered by Canadian police in International Peace Support Operation
- Enhancement of Canada's international reputation

Peacekeeping Services

Peacekeeping Services Resource Inputs, 2001/2002	
Financial Resources (Total Gross Expenditures):	
Planned Spending (Estimates Part II)	\$14,333,170
<i>Total authorities from CIDA</i>	\$14,286,000
Actual Spending Reimbursed by CIDA	\$14,110,012
Human Resources	
Actual FTEs utilized – (1% of total RCMP FTEs)	104 FTEs

23 Timely and Cost-Effective Provision of Law Enforcement Personnel for Peacekeeping Missions

Problem:

Internal conflicts in overseas countries, require the timely and cost-effective selection, training delivery and management of Canadian law enforcement personnel with the necessary knowledge, skills, abilities and language profiles.

Strategies:

- providing a safe and secure environment for all persons – ensuring that civilian law enforcement agencies operate in accordance with internationally recognized standards and with respect for internationally recognized human rights and fundamental freedoms
- delivering professional, modern democratic police services, reporting on human rights abuses for action by the appropriate authorities, and better training for police with respect for the rule of law
- providing appropriate training prior to deployment
- providing timely and effective support to Canadian civilian police personnel deployed in peacekeeping missions
- ensuring adequate resourcing for the effective and efficient management of the program

Partners:

SGC, DFAIT, CIDA, DND, 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

Outputs:

- deployed RCMP members and other Canadian police officers to work directly with partner organizations such as DFAIT and the United Nations to promote and enhance Canadian CIVPOL efforts
- successfully delivered professional and modern democratic policing services
- monitored, mentored, trained and built capacity of local police
- planned implementation of police elements in several missions and increased capacity of international war crimes tribunals to prosecute cases against war criminals

Performance indicators:

- appropriate Canadian civilian police personnel deployed in accordance with Canada's commitment to each mission's mandate.
- satisfaction – with RCMP management of the Canadian civilian police peacekeeping and peace support program – expressed by the international

authority responsible for each mission and by key Canadian partners in peacekeeping

- reduced numbers of reports of human rights violations

Outcomes:

- deployed Canadian civilian police personnel successfully – on time and within budget on 6 peacekeeping missions without incident
- safer homes and communities through the enhanced adherence to international human rights standards and the rule of law
- increased professional police and improved police structures in several countries which enable police to cover all areas of responsibility
- increased communications and cooperation between local police and the communities they serve
- less need for international police interventions/ close monitoring to ensure police carry out their duties appropriately
- improved skills in the delivery of domestic police services to Canadians in culturally diverse communities
- successful fulfilment of Canada's international commitments for peacekeeping missions – enhancing Canada's international reputation

Planned improvements:

- strengthening partnerships to address capacity building issues
- encouraging a greater participation of women in peacekeeping missions

Focus on Women Peacekeepers

As part of an in-house study, interviews and surveys were conducted in the RCMP and other Canadian police forces in an effort to identify the factors affecting the participation of women in peacekeeping operations. Recommendations were put forward on how to encourage women more actively to take part in CIVPOL peacekeeping missions.

24 Peacekeeping Services

Increased Quality in the Services Offered by Canadian Police in International Peace Support Operation

Problem:

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

Strategy

- selecting and deploying Canadian police officers and other personnel who are highly qualified, experienced and focussed on quality service

Partners:

SGC, DFAIT, CIDA, UN, OSCE, the Commonwealth Committee on Safety and Security Project, participating Canadian law enforcement agencies

Outputs:

- built in gender awareness training to CIVPOL pre-deployment training sessions
- integrated experienced investigators, senior managers and planners into Canadian CIVPOL contingents

Performance indicators:

- RCMP continued participation in international missions
- demand for Canadian police officers expertise
- recognition and utilization of Canadian police officers' managerial and specialized skills

Outcomes:

- contributed senior and experienced police officers to assist in the mentoring and development of middle and senior managers in countries where peacekeeping missions have been established
- played a role in the training of police forces in war-torn countries

Planned improvements:

- improving the selection process to pick the very best candidates for Peacekeeping missions
- increasing Canadian police officers' awareness of gender issues before their deployment.

Working with the Global Community

In 2001-2002, Canadian Police officers volunteered their time to Kosovo police personnel for in-service police training seminars.

Fighting the Sex Trade Internationally

The United Mission in Bosnia Herzegovina implemented the Special Trafficking Operations Programme (STOP) in July 2001. It has discovered more than 1,300 girls working as prostitutes in bars around the country. STOP, falls under the mandate of the Joint Task Force.

25 Enhancement of Canada's International Reputation

Problem:

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

Strategy:

- selecting and deploying Canadian law enforcement personnel of the highest caliber in terms of professionalism, experience, expertise and leadership qualities
- developing a pro-active approach to national and international media who are regularly approached with stories, news items or ideas for joint cooperation

Partners:

SGC, DFAIT, CIDA, DND, UN, OSCE, the CPDTF, the OAS, participating Canadian law enforcement agencies

Outputs:

- timely deployment of Canadian law enforcement personnel with the knowledge, skills, abilities and language profile necessary to meet the needs of international peacekeeping and other peace support operations – consistent with client demands, under the terms of the administrative agreements with DFAIT, SGC and CIDA, in support of the Government of Canada's foreign policy objectives

Performance indicators:

- level of demand for participation in peacekeeping missions
- number of Canadian civilian police in leadership positions on peacekeeping missions

International Recognition

In 2001-2002, Canadian Civilian Police Officers held such prominent positions as:

- Advisor to the Minister of the Interior
- Chief of Operations
- Chief of National Investigations
- Chief of Special Projects Joint Task Force
- Chief Investigator to the Office of the High Representative
- Chief of Traffic Services
- Chief of Identification Services
- CIVPOL Commissioner – East Timor
- Community Policing Officer
- Deputy Chief of Operations
- Deputy Commissioner of Operations
- Deputy Chief of Border Police Operations
- Program Director
- Regional Commander

A Canadian Police Commissioner in East Timor

In November 2001, one senior RCMP member was selected as the Police Commissioner for the United Nations Transitional Assistance Mission in East Timor (UNTAET). This one-year assignment entails being in charge of a contingent of 1500 police officers from 40 countries around the world.

- media reports of Canadian civilian police participation in peacekeeping and other peace support operations

Outcomes:

- contributed to enhanced human security in countries experiencing internal conflict through successful participation by Canadian civilian police personnel in peacekeeping missions
- restored peace and stability and built democratic institutions in war-torn countries
- contributed to the reduction of crime impact on Canada by disrupting organized crime groups attempting to gain a foothold in fractured countries
- enhanced Canada's international reputation by the successful involvement of Canadian civilian police personnel in peacekeeping missions
- projected a positive and professional influence within UN Operations
- Canadian police placed in leadership roles and high profile positions of importance and influence in UN missions
- improved knowledge of the diverse cultures living in Canada, thus improving the level of delivery of domestic services

Planned improvements:

- continuing to ensure the emerging leadership cadre is strengthened through continuous learning and development opportunities
- implementing a strategic approach to the identification and training of Canadian police managers through the development of and the implementation of key selection and training criteria

Protective Policing Services

The Protective Policing Services business line is a new business line created as a result of ever-increasing financial and human resource pressure in the delivery of protective policing services. This business line aims at safeguarding Canadian and foreign dignitaries and their official residences, as well as visiting Internationally Protected Persons (IPPs), by delivering timely service through the most qualified and highly trained members and cutting-edge technology.

Protective Policing Services are provided under the umbrella of a Federal mandate. They play a key role in providing a safe environment to the Canadian population, and ensuring harmonious international relations, a stable political context and a prosperous economical health.

The Protective Policing Services business line helps deliver Integrated Policing, one of the RCMP strategic priorities. In other words, we co-operate closely with our police and other law enforcement partners for the delivery of our services.

Our strategies include:

- demonstrating sound stewardship and accountability
- becoming a centre of excellence in the delivery of an effective and efficient Protective Policing service
- protecting our clients/community against the threat of terrorism
- demonstrating leadership in integrated policing at all levels
- reducing violence and victimization
- maximizing the potential of our human resources
- developing effective communication with clients, partners, media, and staff

Protective Policing Services



Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Outcomes:

- Effective safeguarding of designated protected persons, sites and events

Protective Policing Services Resource Inputs, 2001/2002

Financial Resources (Total Gross Expenditures):	
Planned Spending (Estimates Part II)	\$106,900,000
<i>Total authorities</i>	\$166,100,000
Actual Spending	\$134,700,000
Human Resources	
Actual FTEs utilized – (4% of total RCMP FTEs)	774

26 Effective Safeguarding of Designated Protected Persons, Sites and Events

Problem:

Canadian and foreign dignitaries are at risk of being targets of violence for political, criminal or personal motives.

Strategy:

- providing Canadian and foreign dignitaries with protective and security services

Partners:

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

Outputs:

- provided protection to the Prime Minister and his family for 48 national and 29 international trips.
- provided protection to other Canadian dignitaries during 519 trips
- provided protection to 663 embassies and consulates across Canada
- provided protection for 259 domestic trips for foreign diplomats
- provided protection for foreign dignitaries during their visits to Canada
- provided protection for 20 major events including the Summit of the Americas in Quebec City and the visit of His Royal Highness Prince Charles to Ontario, Saskatchewan, and Yukon

Performance Indicators:

- number of incidents and attempts foiled relating to designated persons and sites
- client satisfaction
- sound stewardship of assigned resources

Outcomes:

- all designated people and sites had a safe and secure year

Planned Improvements:

- improving of accountability and efficiency through the implementation of new approaches to service delivery



Public Safety and Anti-Terrorism Funding

The events of September 11, 2001 have underscored the need for reinforcement of the security measures provided to our protectees. Special funding allowed Protective Policing to increase its presence and improve the technological tools it uses, to safeguard Canadian and foreign dignitaries.

Intelligence — Key to Successful Protective Policing Operations

The key to success of the Summit of Americas meetings can be attributed to the security planning, intelligence-gathering and police presence during the event. Our intelligence-gathering allowed us to anticipate and prepare for protestor activity. Also key was the security perimeter fence (3.8km) that was erected around key venues. The security perimeter prevented the violent protesters from getting access to the sites used by the delegates and heads of state.

Key Reviews

Operational Communication Centres

A review was conducted of the Force's Operational Communications Centres (OCCs) as part of the RCMP's ongoing audit and review activities to improve the efficiency and effectiveness of its programs and operations. The Operational Communications Centres are a vital link between the communities we serve and our members by delivering telecommunication services for the Force's operational detachments and units. Activities include both call-taking and dispatch operations for calls from the public, as well as information searches and other similar functions in support of police officers and patrol vehicles.

The purpose of the review was to examine the management framework in place for the selection, hiring and training of OCC personnel along with the program management and accountability structures for OCC operations.

The review also examined the effectiveness and efficiency of the range of OCC service models currently being used within the RCMP to identify best practices.

Opportunities for improvements to the management practices for OCC operations identified by the review included:

- enhancements to recruitment and training processes for OCC telecommunication operators and management personnel
- the need for improved accountability reporting structures for the program
- best practices in the design and operations of the service delivery models being used.

Significant improvements are being made to this important element of RCMP operations as a result of the review.

District Policing Models

Over the last several years there have been a number of restructuring initiatives within the Force in response to the need for more effective and efficient ways of delivering police services. One of the most significant has been the restructuring of the traditional "Subdivision Model" of policing, which supported a number of autonomous detachments operating independently within a defined geographical area. We have examined more of a consolidated "District Policing" approach which attempted to reduce administrative and operational overhead and improve coordination of resources through the centralization of administrative support and operational command functions from individual detachments to the district level.

An independent force-wide review was conducted to examine the benefits and shortcomings associated with the alternative forms and structures of District Policing models to identify best practices for consideration by other divisions.

The review identified several of the factors and challenges which are critical to the success of the District Policing service delivery models. And it led to the development of a "best characteristics model" which is being used to incorporate the best practices across each of our divisions.

Protective Policing

Following the recent establishment of a separate business line for Protective Policing, a review was undertaken to examine issues related to the efficient and effective use of program resources, the adequacy of the program's accountability framework, and the extent to which there are opportunities for improvement in the partnerships and working relationships between the program and other key internal and external stakeholders.

The review provided information which will assist in ensuring that the program's administrative structure and operational processes are appropriately aligned to deliver the services in an efficient and effective manner.

Consolidated Reporting

Material Management

During fiscal year 2001/2002, the RCMP successfully implemented the government-wide Financial Information System. The accounting and the capitalization of movable and fixed assets has been completed and validated. The RCMP continues to focus on improving data management in the corporate SAP system.

We continued our commitment to the improvement of material management with the aim of providing cost-effective service delivery and a reduction of life cycle cost to support programs. The initiatives to develop new standards for vehicles and the acquisition of fully operational vehicles is proceeding well. The final analyses and recommendations are still to be completed.

A major initiative was the creation of a National Manager position for movable assets, which include Land, Air, Marine and laboratory equipment and machinery. This single management structure will focus on asset management through the integration of regional networks. Efforts are concentrated on the development and implementation of national investment strategies for each of the asset categories. This is aimed at clearly defining life cycle cost and the management of all assets, including a risk assessment of the impact on mission critical assets. Much of the required life cycle costing information is currently being captured and consolidated.

A Printing and Imaging initiative is in the process of being implemented in two regions. Concurrently, various options are being examined to adjust the management and service initiatives to ensure they fully meet their potential and that they are implemented throughout the country.

Procurement and Contracting

Corporate Procurement and Contracting Services (CP&CS) is responsible for providing the RCMP with an effective procurement/contracting policy and monitoring framework and service. This enables the organization to fulfill its acquisition requirements for goods, services and construction in a manner consistent with the legislative, regulatory, policy and best practice requirements of the federal government.

CP&CS has over the past 2 years undertaken an extensive restructuring/realignment exercise:

- strengthening compliance with Federal legislation and regulations by providing enhanced policy leadership and functional expertise to support priorities

- improving the provision of service by creating a more effective organizational structure where roles and responsibilities are clearly defined in relation to the delivery of operational programs, and
- enhancing cost effectiveness by integrating performance measurement criteria into operational planning and decision making processes.

Principle and Framework documents have been prepared to clearly articulate the new mandate, objectives, outputs, roles, responsibilities and organizational structure for both CPCS and the four (4) Regional procurement organizations.

The RCMP's delegated (financial and contracting) signing authorities have been improved to reflect the principles of Modern Comptrollership and Regionalization – acquisitions beyond the ordinary/routine now require the involvement of functional experts to facilitate the process and minimize risks to the organization.

Finally, CP&CS remains committed to the successful realization of its principles and service standards by actively supporting the ongoing training of both operational and procurement personnel and the formal certification of all its personnel to appropriate levels.

Modern Comptrollership

The RCMP joined the group of Comptrollership Modernization pilots in 1999/2000 and, in April 2000, established a dedicated program office. Senior Management identified a focussed approach aimed at leadership, stewardship and accountability as critical elements for the Force's participation in the pilot group. The Force remains strongly committed to these main themes.

At the conclusion of a successful two-year pilot phase, we elected to make the Office of Comptrollership Modernization (OCM) a permanent part of the organization. On April 1, 2002, the permanent office was staffed with a Director and a program officer, with provision for up to two additional staff.

Modern Comptrollership continued to be a key driver of management change and improvement in 2001-02. The OCM was centrally involved in implementing the 16 recommendations in the Management Improvement Plan (developed from the results of the Force-wide Capacity Check completed in (2000-01)). The five Senior Executive Committee Sub-Committees continue to monitor this progress.

Consolidated Reporting

During 2001/2002, the Finance Branch developed the *RCMP Finance and Comptrollership Handbook*, a manager's guide to financial procedures and processes; the handbook outlines employee roles in completing the many financial functions. The OCM completed a comprehensive update to its three-year Financial Management Improvement Plan first completed in 2000. The update built on the experiences of the two-year pilot phase resulted in a refined focus on planned improvements in financial, asset, contracting and procurement management. The OCM also partnered with the Atlantic Region in a managerial performance accountability project to reinforce accountability for results.

As part of the FIS rollout and the move to full accrual accounting, we continued a pilot initiative with its New Brunswick contract policing partner. The objective was to better understand and explain the impacts of these accounting changes and financial management improvements under FIS. An *Accrual Accounting Guide for Contract Partners* was developed which crosswalks appropriation-based reporting with the new accrual approach. Over the coming year, this pilot will conclude and the lessons learned will formulate a recommendation for consideration by the Force on whether to implement this approach across the country.

During the past year, the RCMP's approach to the implementation of Modern Comptrollership as a pilot department was the subject of a review by the Office of the Auditor General (OAG) (as were a number of other departments and TBS). The OAG's comments reflected positively on such issues as the strong commitment of senior management to Modern Comptrollership and its integration into the Force, and the effectiveness of the overall Modern Comptrollership implementation strategy.

The RCMP continued to make contributions and share information as a government pilot before and after June 2001, when the Modernization initiative shifted to government-wide implementation. We will continue as a "mentoring" department providing support to TBS as it assists new departments beginning the implementation of the Modern Comptrollership initiative. The RCMP is an ongoing participant in the Modernization Task Force of Deputies (of which the Commissioner is a member); the Comptrollership Council of ADMs; and, the Directors General Working Group. The RCMP actively participated on a number of other TBS-led Modern Comptrollership committees and working groups in an effort to support the *Results for Canadians* agenda.

We participated in a Planning, Reporting and Accountability Structure (PRAS) policy review undertaken by Treasury Board. The review team included representatives from a number of departments working with the results-based management group in TBS. The review was intended to provide TBS advice on how best to use the PRAS vehicle and results in a number of recommendations reflecting the strategy-focussed performance management regime implemented in the RCMP.

Sustainable Development Strategy (SDS)

In February 2001, we tabled the second Sustainable Development Strategy – meaningful and attainable targets were set under nine objectives. The targets were set in consultation with the four Regions. The emphasis on setting targets was made possible by the commitment to the staffing of environmental specialists within each Region who are now coordinating the implementation of the SDS. Each Region now has an action plan which supports the overall objectives contained in the SDS 2000.

Two Deputy Commissioners share the corporate responsibility for the strategy and its implementation. The functions are shared as follows:

- environmental management and corporate asset responsibility and
- strategic and policy integration, as well as the social and economic dimension of sustainable development.

SDS 2000 committed the RCMP to research what the social element of sustainable development could mean for the Department. Since our goal is to provide **Safe Home, Safe Communities** the Department mandate is a social one. The relationship to the prime goal and the social dimension of SD has to be understood and defined. To this end, consultation and research has been undertaken. The pilot environmental audit program, schedule for 2001, did not materialize due to other priorities and pressures. The pilot audit program will be initiated in 2002.

A reporting framework has been developed to track SDS targets. Many elements required for quantitative reporting are not in place for this year's report, as a result we will report on activities and achievements rather than performance. The full report, including the targets, can be seen at www.rcmp-grc.gc.ca/html/sustain1.htm while the highlights are reported below.

Sustainable Development Strategy – Summary of Achievements

Program	Objective	Summary of Achievements
Solid Waste Management		
To encourage the promotion and implementation of the 3R program	Adopted PWGSC Waste Audit Protocol for RCMP use nationally. Recycling program implemented in Winnipeg and Montreal HQ. The Pacific Region has included the recycling, measurement and reporting of solid waste in their alternative service delivery program.	
Hazardous Material Management		
Prevent the release of hazardous and toxic material and wastes	Mercury product use study underway and ODS/Halon identification program established in Atlantic region. Inventory of all hazmats completed in NW Region.	
Contaminated Sites		
Manage sites in compliance with all applicable legislation	Phase 1 investigation for suspected contaminated sites on RCMP's owned sites now totals 131 with only a few requiring Phase 2 investigation. The national strategy for Phase 1 will be expanded in 2002-2003 to include the upcoming TBS directives on managing contaminated sites	
Contracting, Procurement and Fleet Management		
Adopt contracting, procurement and fleet management policies and procedures which minimize environmental impact	An aggressive rewrite of the policies and procedures governing Procurement, Contracting and Fleet Management, has been completed. Following a life cycle approach, consideration of sustainable development & environmental impacts is now required at all stages of the contracting and procurement process. Research is under way to determine the best methodology for measuring progress. All computer equipment purchased in NW and Central Regions is Energy Star compliant.	
Energy Conservation		
Increase energy efficiency in owned facilities	FBI energy saving program commenced in the Winnipeg HQ and annual energy savings are guaranteed to be \$90,000 The Depot Training Academy and the HQ building in Regina are currently under FBI bidder review and the estimated annual energy savings are \$200,000.	
Green Building and Design		
Minimize the environmental effect of design, construction, demolition of real property projects	Pacific Region has developed mitigation measures to minimize environmental impacts associated with construction projects. In the NW Region, the Saskatoon S/D is considered a showcase for green design technologies. 25% of the selection criteria for the CPIC construction project was based on green design principles. Holyrood detachment was based on integrated green design concepts	
Water Conservation and Water Quality		
Reduce water consumption and ensure water quality	Water conservation measures included in FBI projects. Water quality pilot developed to initiate systemic well water sampling as a preventive measure. Technical Information Document (TID) has been prepared to assist managers in managing drinking water wells in remote locations.	
Communication and Training		
Increase environmental awareness and promote environmentally conscious behavior	A brochure highlighting RCMP sustainable development and environmental initiatives has been developed and will be distributed to every facility. Several articles on the environment have been published in the department's magazine.	
Communication of environmental activities to RCMP clients, stakeholders and the public	Development of the intranet "SD Online" which will form a central point for communication and references for SD and Environmental issues for all employees, has been completed.	
Compliance with environmental legislation and demonstration of due diligence by affected employees	Pacific Region has trained managers on CEAA and hazardous management inventory training. Class Screening process developed for all construction projects in Pacific Region. 80% of property management staff in NWRegion have received environmental responsibilities and liabilities training. A National Training Strategy for the department has been drafted.	

Consolidated Reporting

Federal House In Order

The RCMP have been an active partner in the application and development of FHIO. The department is progressing towards the reduction of emissions through pro-active reduction measures for our transportation and real property authorities. Our progress report is to be submitted through Natural Resources Canada.

Underground Storage Tanks

The number of reportable storage tank systems has been reduced from 72 to 53 due to custody transfer and removal. Sixteen of these tanks are in compliance and work is progressing to be in full compliance. Details have been reported through Environment Canada.



Financial Performance

This section contains the summary reports outlining the financial performance of the RCMP for the fiscal year 2001/02. In addition to its normal budgetary appropriations, we received a significant amount of supplemental resources. The 2001/02 fiscal year marked the second full year of implementation of Program Integrity (PI).

The events of September 11, 2001 had a severe impact on our expenditures both in response to the national emergency caused by the terrorist attacks and in relation to the participation of the Force in Public Security and Anti-Terrorism (PSAT). In addition, we received incremental funding to fund major investments in Information Management and Information Technology (IMIT) and to cope with several financial pressures related to security and major events.

In 2000/01, following the approval of the PI Management Framework, Treasury Board approved incremental funding for the Force in the amount of \$169 million. In 2001/02, in accordance to the PI Management Framework, the Force was granted \$194 million, an increase of \$25 million over the previous fiscal year.

Under the terms of Program Integrity additional funding touched most of the RCMP business lines. Information provided below is intended to highlight changes in PI funding from 2000/01 to 2001/02:

- **Contract Policing** – an increase in the amount of \$2.0 million was received to fund the Federal portion of the cost of additional personnel assigned to Contract Policing. The Force continues to maintain a considerable investment at the Training Academy in Regina Saskatchewan to train cadets. A yearly investment of \$3.0 million is ongoing to bring RCMP holding cells to current health and safety standards.
- **Federal Policing** – an additional sum of \$10 million was allocated to Federal Policing to continue the efforts to combat organized crime and meet the court's requirements for information disclosure.
- **National Police Services** – received an additional \$15 million to improve police communications systems and the investment to modernize information management and information technology (IM/IT) systems of interest to the RCMP and the Canadian Police Community at large.



Financial Performance

Strategic Objective:

*Safe Homes,
Safe Communities*

Strategic Priorities:

*International Police Services
Integrated Policing
Organized Crime*

Financial Performance

- **Corporate Services** – progress to date in improving management within the RCMP allowed a reduction of \$2 million from funding levels approved the previous fiscal year.

The RCMP is an important partner in the fight against terrorism. During 2001/02, we were initially granted incremental funding to take immediate steps to improve the security of Canadians and of critical infrastructure. A considerable investment was made to acquire equipment, improve security and upgrade key information management systems.

The RCMP is enhancing a number of law enforcement programs in response to PSAT. New initiatives were either in the advanced stage of planning or already

implemented at the end of the 2001/02 fiscal year. These initiatives range from multi-departmental enforcement or intelligence-gathering teams to the modernization or development of information management systems.

In order to improve its effectiveness, the Force is strengthening its ties and is forming new alliances with agencies interested in law enforcement and national security at home and abroad. Several new programs involving partnering departments in PSAT have been initiated in order to secure Canadian borders, improve intelligence gathering and the sharing of information among interested Canadian and foreign agencies, principally in the United States.

Financial Tables and Notes

The following tables are included (tables not noted do not apply to the RCMP and are therefore omitted):

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
5. Revenue
7. Transfer Payments
9. Capital Projects
Capital Spending
10. Status Summary of Major Crown Projects
13. Contingent Liabilities

Note: When reading these Financial Tables and the “Resource Inputs” boxes found earlier in this report, please note that “Planned Spending” represents the original appropriations as tabled in the 2001/02 Part III Estimates. “Total Authorities” represents Planned Spending plus new authorities such as Supplementary Estimates, Program Integrity funding and releases from Treasury Board Vote 5, for severance and parental leave. “Actual Spending” represents the actual dollars spent against the particular authority and is disclosed in the 2001/02 Public Accounts documents. Due to rounding, figures may differ slightly from the totals shown.

Financial Table 1: Summary of Voted Appropriations

Financial Requirements by Authority (\$ millions)

Vote	2001-2002 Planned Spending	2001-2002 Total Authorities	Actual
Royal Canadian Mounted Police - Law Enforcement Program			
35 Operating Expenditures	1,053.2	1,283.0	1,213.0
40 Capital expenditures	181.0	171.1	148.7
(S) Pensions and other employee benefits - Members of the Force	237.1	231.3	231.3
(S) Contribution to employee benefit plans	32.5	33.8	33.8
Total Department	1,503.8	1,719.3	1,626.8

Notes: Total authorities are main estimates plus supplementary estimates plus other authorities. In addition, \$10.2 million was available from proceeds of disposal of surplus Crown Assets, of which \$8.3 million was spent. The balance will be available as spending authority in 2002/2003.

Financial Table 2: Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (millions of dollars)

Business Lines	FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues*	Total Net Expenditures	
Federal Policing Services	(Planned)	4,412	446.7	27.2	0.0	473.9	0.0	473.9
	(Authorized)	3,905	530.7	26.9	0.0	557.6	0.0	557.6
	(Actual)	4,475	516.6	22.4	0.0	538.9	0.0	538.9
Contract Policing Services	(Planned)	12,113	1,204.4	64.9	0.0	1,269.3	903.7	365.7
	(Authorized)	11,568	1,208.3	70.6	0.0	1,278.9	921.9	357.0
	(Actual)	11,421	1,198.2	70.6	0.0	1,268.7	921.5	347.2
National Police Services	(Planned)	1,538	264.4	77.4	0.4	342.2	12.6	329.6
	(Authorized)	2,040	331.2	51.3	0.4	382.9	12.6	370.3
	(Actual)	1,635	320.1	34.0	0.3	354.4	8.1	346.3
Corporate Infrastructure	(Planned)	2,637	176.6	11.0	40.1	227.7	0.0	227.7
	(Authorized)	2,968	228.3	11.0	47.4	286.7	8.2	278.5
	(Actual)	2,962	219.0	10.9	47.3	277.2	9.8	267.4
Peacekeeping	(Planned)	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Authorized)	0	0.0	0.0	0.0	0.0	0.0	0.0
	(Actual)	104	0.5	0.0	0.0	0.5	0.0	0.5
Protective Policing Services	(Planned)	590	106.3	0.5	0.0	106.9	0.0	106.9
	(Authorized)	586	154.7	11.4	0.0	166.1	0.0	166.1
	(Actual)	774	123.8	10.9	0.0	134.7	0.0	134.7
Total	(Planned)	21,290	2,198.5	181.0	40.5	2,420.0	916.2	1,503.8
	(Authorized)	21,067	2,453.3	171.1	47.8	2,672.2	942.7	1,729.5
	(Actual)	21,371	2,378.2	148.7	47.6	2,574.5	939.4	1,635.1
Other Revenue and Expenditures: Non-responsible Revenues**						(Planned)	11.6	
						(total authorities)	38.9	
						(Actual)	38.9	
Cost of services provided by other Departments						(Planned)	73.0	
						(total authorities)	94.8	
						(Actual)	94.8	
Net cost of Program						(Planned)	1,565.2	
						(total authorities)	1,785.3	
						(Actual)	1,690.9	

Notes: * Formerly "Revenues Credited to the Vote"

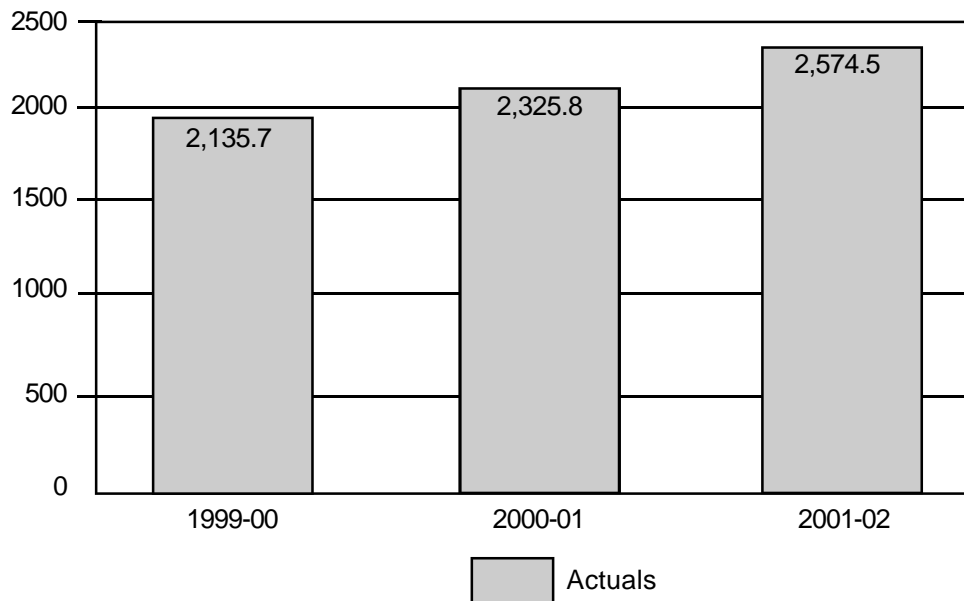
** Formerly "Revenues Credited to the General Government Revenues (GGR)"

Financial Table 3: Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Lines	2001-2002				
	Actual 1999-00	Actual 2000-01	Planned Spending	Total Authorities	Actual
Federal Policing Services	569.2	611.5	473.9	557.6	538.9
Contract Policing Services	1,146.8	1,218.5	1,269.3	1,278.9	1,268.7
National Police Services	205.8	244.3	342.2	382.9	354.4
Corporate Infrastructure	213.7	250.8	227.7	286.7	277.2
Peacekeeping	0.2	0.7	0.0	0.0	0.5
Protective Policing Services	0.0	0.0	106.9	166.1	134.7
Total Gross Expenditure	2,135.7	2,325.8	2,420.0	2,672.2	2,574.5

Total Gross Expenditures (\$ millions)



Financial Performance

Financial Table 5: Revenues

Revenues by Business Line (\$ millions)

Responsible Revenues*			2001-2002		
Business Lines	Actual 1999-00	Actual 2000-01	Planned Spending	Total Authorities	Actual
Federal Policing Services	3.1	0.0	0.0	0.0	0.0
Contract Policing Services	780.7	842.4	903.7	921.9	921.5
National Police Services	6.0	6.2	12.6	12.6	8.1
Corporate Infrastructure	0.0	0.0	0.0	8.2	9.8
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	0.0	0.0
Total Responsible Revenues	789.8	848.6	916.2	942.7	939.4
Non Responsible Revenues					
Federal Policing Services	0.0	0.0	0.0	0.0	0.0
Contract Policing Services	0.0	0.1	1.0	1.2	1.2
National Police Services	1.3	1.3	1.5	1.7	1.7
Corporate Infrastructure	10.3	13.9	4.5	28.5	28.5
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	0.0	0.0
Subtotal	11.6	15.3	7.0	31.4	31.4
Unplanned**	5.4	6.9	4.6	7.5	7.5
Total Non-Responsible Revenues	17.0	22.2	11.6	38.9	38.9
Total Revenues	806.8	870.8	927.8	981.6	978.3

Note: Responsible revenues are primarily generated by the provision of policing services under contract to provinces, territories and municipalities. Other revenues relate to payment for courses and accommodation at the Canadian Police College and for technological services including access to police databases.

* Formerly "Revenues Credited to the VOTE".

** Unplanned revenue represents credits from the disposal of surplus Crown assets.

Financial Table 7: Transfer Payments (\$ millions)

	2001-2002				
	Actual 1999-00	Actual 2000-01	Planned Spending	Total Authorities	Actual
GRANTS					
Royal Canadian Mounted Police Veterans Association	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
Survivors of members killed on duty	1.0	0.9	1.0	1.5	1.5
Statutory					
Pensions and other Employee benefits	21.5	15.8	28.0	24.3	24.3
Pensions under the RCMP Continuation Act to compensate members of the RCMP for injuries received in the performance of their duties	18.2	15.7	11.0	21.5	21.5
Pensions to families of members of the RCMP who have lost their lives while on duty	0.0	0.0	0.1	0.1	0.1
Total Grants	40.8	32.4	40.1	47.4	47.3
CONTRIBUTIONS					
Contributions to non-RCMP candidates attending Canadian Police College courses	0.3	0.3	0.4	0.4	0.3
Total Contributions	0.3	0.3	0.4	0.4	0.3
Total Transfer Payments	41.1	32.7	40.5	47.8	47.7

Financial Performance

Financial table 9: Capital Projects

Capital Projects by Business Line (\$millions)

Business Line	Current Estimated Total Cost	Actual 1999-00	Actual 2000-01	2001-2002		
				Planned Spending	Total Authorities	Actual
Federal Policing Services						
Cornwall Detachment, Cornwall ON (PPA)	8.3	0.0	0.0	0.6	0.0	0.0
Contract Policing Services						
Prince George, BC - Northern District (EPA)	7.7	0.8	6.3	0.1	0.1	0.1
Saskatoon, SK - Sub-Division (DA)	9.9	0.0	0.6	5.5	0.6	0.6
Calgary, AB - Southern District Office (seeking PPA)	23.0	0.0	0.1	1.3	0.0	0.0
Iqaluit, Nunavut - HQ and Detachment (seeking PPA)	10.3	0.0	0.0	0.5	0.0	0.0
Selkirk, MAN - Detachment	4.6	0.2	0.3	3.0	3.0	3.0
Peace River, AB - Detachment	3.9	0.1	0.1	2.8	0.7	0.7
Newfoundland Modernization Telecom System (DA)	59.0	5.5	2.4	3.8	0.0	1.9
Telecomms Equipment/System Replacement and Upgrades (DA)	139.2	7.2	14.2	14.2	14.8	14.8
CIIDS Implementation (EPA)	29.5	0.9	2.5	2.7	29.5	0.2
PROS (Formerly known as IPIRS)	103.2	0.0	0.0	3.5	9.3	9.0
National Policing Services						
Ottawa, ON - Ottawa Forensic Lab Addition (Project complete)	20.5	4.4	1.2	0.0	0.0	0.0
Automated Fingerprint Index section (AFIS) (DA)	9.1	1.5	1.4	1.9	1.9	0.6
Real Time Identification (RTID)	50.0	0.0	0.7	0.5	0.5	1.3
Regional Identification Fingerprint Information Access System (RIFIAS)	3.5	0.0	0.0	0.0	0.0	0.8
DNA Data Bank (EPA)	41.5	3.4	6.4	8.5	8.5	2.9
Lab Information Management Services (LIMS)	6.5	0.0	0.0	4.3	4.3	2.4
Diamond Fingerprinting	3.1	0.0	0.0	0.8	0.8	0.7
CPIC Renewal	130.1	0.0	0.0	21.9	39.0	27.8
Corporate Infrastructure						
Ottawa, ON - HQ Renovations (PPA)	80.0	1.4	0.4	2.7	0.2	0.2
Ottawa, ON - Ottawa Central Cooling Plant (seeking revised EPA)	4.5	1.1	2.3	0.0	0.2	0.2
Chilliwack, BC - Pacific Region Support Services Centre	14.5	0.0	6.0	6.0	6.4	6.4
Halifax, NS - Halifax Division Headquarters (PPA)	47.1	0.1	0.1	2.2	0.4	0.4
Edmonton, AB - Edmonton Division Headquarters (Project complete)	42.6	0.3	0.0	0.0	0.0	0.0
Regina, SK - 50 Meter Range, Centralized Training Facility	3.7	0.0	0.3	1.5	0.1	0.1
Regina, SK - New Mess, Centralized Training Facility (seeking PPA/EPA)	6.4	0.0	0.0	0.7	0.0	0.0
Whitehorse, YK - Whitehorse Division Headquarters (PPA)	9.7	0.0	0.1	0.3	0.0	0.0
Ottawa, ON - Ottawa CPIC Expansion (seeking PPA)	15.0	0.0	0.4	10.9	1.3	1.3
Ottawa, ON - Ottawa CPIC Renewal 2001	3.3	1.9	0.7	0.1	0.0	0.0

Capital Spending

Capital Spending by Business Line (\$millions)

Business Line	Actual 1999-00	Actual 2000-01	2001-2002		
			Planned Spending	Total Authorities	Actual
Federal Policing Services	16.2	29.6	27.2	26.9	22.4
Contract Policing Services	75.2	63.2	64.9	70.6	70.6
National Policing Services	23.8	11.3	77.4	51.3	34.0
Corporate Infrastructure	4.3	20.7	11.0	11.0	10.9
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.5	11.4	10.9
Total Gross Expenditures	119.5	124.8	181.0	171.1	148.7

Financial Performance

Table 10: Status Summary of Major Crown Projects

CPIC Renewal Project

Overview

On March 23, 1999, Cabinet endorsed the development of the Canada Public Safety Information Network (CPSIN) as a fundamental component of the Framework to Advance the Federal Government's Public Safety Agenda. The overall CPSIN solution addresses several components of the criminal justice infrastructure that require modernization and cross-linkages including CPIC Renewal and the National Criminal Justice Index (NCJI).

The existing Canadian Police Information Centre (CPIC) is Canada's only strategic, national service supporting public safety through the effective sharing of information amongst law enforcement agencies and partners across Canada, and internationally. CPIC is 30 years old and in need of modernized technology.

NCJI will be an inter-agency and cross-jurisdictional information-sharing structure under the stewardship of the RCMP, but governed by the broader criminal justice stakeholder community. It will serve as the national gateway through which all criminal justice partners will have access to essential crime and offender data.

In May of 2002, the RCMP Senior Executive Committee approved a restructuring of the CPIC Renewal Project to better address the Project Scope. The restructuring divided CPIC Renewal into two main initiatives:

CPIC Modernization

- Project 1 – Securing Communications
- Project 2 – CPIC Modernization

National Criminal Justice Index

- Release 1 (CCRA, CIC and RCMP to be connected)
- Other Releases to be defined

Lead and Participating Departments

The RCMP is the lead department in this project. The RCMP's Chief National Police Services, Assistant Commissioner Mike Buisson, is the Project Sponsor. RCMP Chief Information Officer Peter Martin is accountable for achieving the technology improvements associated with the project. Chief Superintendent Mike O'Neil is the Project Leader. As such, he is accountable for meeting the defined objectives of the Project. The CPIC Renewal Senior Project Council includes representatives of the RCMP, Department of Solicitor General, Treasury Board Secretariat and Public Works and Government Services Canada. The CPIC Advisory Committee and the IJI Steering Committee are also involved in project oversight.

Prime Contractors / Major Sub-Contractors

Major Contractors are:

ADGA (Quebec) Ltée
200 - 200 Montcalm Blvd.
Hull, Quebec J8Y 3B5

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

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

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

It is expected that other contractors will be selected and made responsible for development and implementation. As needed, other contractors will be solicited to provide specific skill sets, hardware or software.

Major Milestones

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

On March 29, 2001, Treasury Board Ministers provided Effective Project Approval in the amount of \$52.6 million for Project 2, Phases 1 and 2. The revised estimate to complete the project was \$155 million with a total duration of 72 months. This increase of project duration and cost can be attributed to a number of factors including the unforeseen complexity of the development and testing effort and the events of September 11th which moved operational staff assigned to Project work back to other operational priorities.

Completion schedule:	Revised Date
Project 1 – Securing Communications	March 2002 (completed)
Project 2 – CPIC Modernization	FY 2004/2005
Phase 1 – Interface Services Modernization	FY 2003/2004
Phase 2 – PRISM Risk Reduction	FY 2003/2004
Phase 3 – CPIC Modernization	FY 2004/2005
National Criminal Justice Index	FY 2004/2005
Release 1	FY 2003/2004

Progress Report and Explanation of Variances

The April 1999 Treasury Board Submission indicated that Effective Project Approval for Projects 2, 3 and 4 would be requested in May 2000. Numerous sources, including a team of outside experts brought in to review the Project, indicated this approach would result in unnecessary risk. To reduce this risk, Project 2 has been divided into three phases. The first two will replace CPIC's 30 year old technology with newer hardware and software. The third will bring new functionality to the CPIC system. In addition, a series of proofs of concept was delivered to test the overall system design. The increase in project duration, a direct result of the project complexity and risk-adverse approach, has also resulted in increased project support and infrastructure costs. New Protected "B" security requirements have also contributed to increases in costs estimates.

Project 1 was completed in March 2002. Detailed design for Project 2, Phases 1 and 2 are completed. Development and testing are underway and implementation is being planned. High level design of Project 2, Phases 3 is complete, and detailed functional specifications are being defined. The Project Definition for Release 1 of NCJI is being finalized. It is expected that effective project approval will be obtained for the first release in Fall 2002 if commitment can be gained from participating federal agencies.

1999/2000

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

2000/2001

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

2001/2002

The planned spending was \$34.1 million, which was the original funding level.
 The authorized spending was \$25.6 million, after a reprofile of \$31.8 million from 2001/2002 and \$40.3 million to 2002/2003.
 The actual spending was \$27.8 million.

Financial Performance

The shortfall was funded by the carry forward of \$3.5 million from 2000/2001, and an anticipated need for additional funding of \$.7 million from RCMP internal resources. There was a surplus of \$1.9 million.

2002/2003

The planned spending was \$6.3 million, which was the original funding level.

The authorized spending is \$27.0 million, after a reprofile of \$20.7 million from 2001/2002 (\$19.6 million of the \$40.3 million reprofiled from 2001/02 has been allocated to 2003/2004).

The forecast spending is \$31.6 million.

The shortfall will be funded by the carry forward of \$1.9 million, and additional funding from RCMP internal resources.

Industrial Benefits

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

Financial Table 13: Contingent Liabilities

Contingent Liabilities (\$ millions)

List of Contingent Liabilities	March 31 2000	March 31 2001	Current as of March 31, 2002
Litigations	75.4	46.2	122.9
Total	75.4	46.2	122.9

Additional Information

For further information on this report:

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Corporate Management and Comptrollership
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For publications referred to in this report:

National Communications Services Branch

Telephone: (613) 993-1088
Facsimile: (613) 993-0953

For general enquiries about the RCMP:

Telephone: (613) 993-7267
E-Mail: www.rcmp.ca/contact/

Additional RCMP Internet Sites:

RCMP Community Policing
RCMP Division Staff Relations Representative
Program
RCMP External Review Committee
RCMP Learning
RCMP Organized Crime Initiative

www.rcmp-ccaps.com

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

www.erc-cee.gc.ca

www.rcmp-learning.org

www.rcmp.ca/organizedcrime/index_e.htm

Additional Information

Internet Sites for our Partners:

Canadian Security Intelligence Service
Correctional Services Canada
Department of Justice
Department of Solicitor General Canada
Department of Foreign Affairs
and International Trade
National Parole Board
Treasury Board Secretariat of Canada

www.csis-scrs.gc.ca
www.csc-scc.gc.ca
www.canada.justice.gc.ca
www.sgc.gc.ca

www.dfait-maeci.gc.ca
www.npb-cnrc.gc.ca
www.tbc-sct.gc.ca

Other Useful Links:

CISC Annual Report on Organized Crime
in Canada – 2001
Commission for Public Complaints Against
the RCMP
Delivering Education and Awareness for Life
(DEAL)
Department of Justice – Site for Youth Justice
Health Canada
Human Resources Development Canada
Inter-American Drug Abuse Control Commission
International Center for Crime Prevention
Interpol
National Crime Prevention Centre
National Clearinghouse on Family Violence
Volunteer Canada

www.cisc.gc.ca

www.cpc-cpp.gc.ca

www.deal.org
www.canada.justice.gc.ca/en/ps/yj/index.html
www.hc-sc.gc.ca
www.hrdc-drhc.gc.ca
www.cicad.oas.org
www.crime-prevention-intl.org/english
www.interpol.int/default.asp
www.crime-prevention.org
www.hc-sc.gc.ca/hppb/familyviolence/bilingual
www.volunteer.ca

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