



Royal Canadian Mounted Police

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

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*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This ***Departmental Performance Report***, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

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

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Royal Canadian Mounted Police Gendarmerie royale
du Canada

1999/00
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	IOMGIA . . .	International Outlaw Motorcycle Gang Investigators Association
ACUPIES ..	Automated Canada-United States Police Information Exchange System	IPOC	Integrated Proceeds of Crime
AFIS	Automated Fingerprint Identification Site	ISO	International Standards Organization
ASD	Alternate Service Delivery	ITS	Information Technology System
ASI	Anti-Smuggling Initiative	MTF	Modernization Task Force
AYTP	Aboriginal Youth Training Program	NCIC	National Criminal Information Centre
CACP	Canadian Association of Chiefs of Police	OAG	The Office of the Auditor General
CCJS	Canadian Centre for Justice	OAS	Organization of American States
CCRA	Canada Customs Revenue Agency	OCCs	Operational Communication Centers
CIC	Citizenship and Immigration Canada	OSCE	Organization for Security and Cooperation in Europe
CICAD	Inter-American Drug Abuse Control Commission (Spanish Acronym)	OSR	Operation Statistical Reporting
CIDA	Canadian International Development Agency	NACE	National Advisory Committee on the Environment
CISC	Criminal Intelligence Service Canada	NIST	National Institute Standards of Technology
CJF	Community Justice Forums	NPS	National Police Services
CPC	Canadian Police College	PCC	RCMP Public Complaints Commission
CPDTF	Commonwealth Police Development Task Force	POC	Proceeds of Crime
CPIC	Canadian Police Information Centre	PCO	Privy Council Office
CPSIN	Canada Public Safety Information Network	PMO	Prime Minister's Office
CRF	Consolidated Revenue Fund	PMSGO . . .	Performance Measurement for Sustainable Government Operations
CSC	Correctional Service Canada	PWGSC . . .	Public Works and Government Services Canada
CSIS	Canadian Security Intelligence Service	RCMP	Royal Canadian Mounted Police
DEAL	Drug Education and Awareness for Life	RMOCCS ..	Regional Municipality Ottawa Carleton Communication System
DIAND	Department of Indian Affairs and Northern Development	RTID	Real Time Identification
DFAIT	Department of Foreign Affairs and International Trade	SGC	Department of the Solicitor General of Canada
DNA	Dioxyribonucleic Acid	SDS	Sustainable Development Strategy
DND	Department of National Defence	SPMD	Seized Property Management Directorate
DSSR	Division Staff Relations Representatives	SPURS	Simplified Paperless Uniform Reporting System
EAP	Environmental Action Plans	TBS	Treasury Board of Canada Secretariat
EMS	Environmental Management System	UCR	Uniform Crime Report
FAMU	Forensic Accounting Management Unit	UN	United Nations
FBI	(US) Federal Bureau of Investigation	USINS	United States Immigration and Naturalization Service
FLS	Forensic Laboratory Services	ViCLAS . . .	Violent Crime Linkage Analysis System
FTE	Full Time Equivalent		
HRDC	Human Resources Development Canada		
HQ	Headquarters		
IBCCS	Interior British Columbia Communication System		

Executive Summary

Figure 1. Highlights of RCMP Performance in 1999/00

	Public Safety Issues:	What we did:	Self Assessment	Page
Federal Policing	<ul style="list-style-type: none"> • Money laundering of crime proceeds total \$10 - \$17 billion annually • Smuggled contraband & prohibited goods - lost up to \$450 million in tax revenues • Up to 15,000 illegal migrants; illicit proceeds up to \$1.05 billion • Drug trafficking proceeds - potential for \$18 billion street value • Economic & high technology crime profits - up to \$3 billion 	<ul style="list-style-type: none"> • \$32.2 million in assets seized; \$89 million referred for investigation • \$42.2 million in liquor/tobacco, etc. seized; \$12.7 million in fines; 1,142 charges laid • 1,550 fraudulent documents seized; 151 inadmissible migrants stopped • \$801 million in drugs seized in Canada; 38,515 drug offence investigated • \$4.5 million counterfeit currency seized; \$25.5 million in bankruptcies investigated 	■	9
			■	10
			■	11
			▼	12
			▼	13
Contract Policing	<ul style="list-style-type: none"> • Overall crime level remains a concern • Property crime continues despite a strong economy • Road safety remains a concern, especially repeat drinking drivers • Public complaints made against police • Satisfaction with police services • Violent crime still relatively high • Youth crime down but still a concern 	<ul style="list-style-type: none"> • <i>Criminal Code</i> offences up very slightly • Break & Enters down by 7% and AutoTheft down slightly; Vandalism up slightly; Theft over \$5000 dropped by 18% • 41,221 road users injured (up 10.4%); 1,192 killed (up 3.5% over 1998) • Complaints up 1% over 1998 • Satisfaction with RCMP remains high • Violence remains stable; 92,454 charges laid • 25,920 charges laid against youths (down 1.6%); 22,123 youths diverted 	■	20
			▲	21
			▼	22
			■	23
			▲	24
			■	26
National Police Services	<ul style="list-style-type: none"> • DNA analysis contributes to a higher quality of justice • Forensic examinations required for speedy and less costly justice • Effective policing needs accurate and timely criminal history and fingerprint files • High quality police information needed for effective police responses to major crimes • Advanced training needs growing with more complex policing and crime 	<ul style="list-style-type: none"> • Suspects were identified in 16% of cases and eliminated them in 12 % by DNA analysis • 13,253 forensic examination requests handled with shorter turn around time • 17.3 million enquiries of criminal history files; 6,550 criminals identified by prints • High satisfaction by clients/partners with criminal intelligence provided • 4.5% of all Canadian police officers attended a CPC course 	▲	30
			▲	30
			■	31
			▲	32
			■	33
Peacekeeping	<ul style="list-style-type: none"> • Civilian police peacekeeping demands up in areas of conflict around world 	<ul style="list-style-type: none"> • Successfully managed Canada's participation in 12 peacekeeping missions 	▲	35

▲ Exceeded our expectations ■ Met our expectations ▼ Did not meet our expectations

Minister's Message

I am pleased to submit to Parliament the Performance Report for the Royal Canadian Mounted Police for the period ending March 31, 2000. The objectives of this report are to describe the RCMP's strategic priorities and to provide a clear sense of the results achieved against our plans in 1999/2000.

The RCMP is part of the Ministry of the Solicitor General, which also includes the Department of the Solicitor General, the Correctional Service of Canada, the National Parole Board, the Canadian Security Intelligence Service and three review bodies. The Ministry plays a major role in the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole.

Over the past year, steady progress has been made on the RCMP's commitment to its strategic priorities:

- organized crime,
- safe homes safe communities;
- violent crime and youth crime;
- alternative justice measures for aboriginal communities;
- investigative tools and information, and
- peacekeeping.

Those accomplishments are due in large part to the nearly 20,000 RCMP members and employees

who have worked tirelessly to achieve results in these priority areas and to strengthen our capacity to deal with emerging public safety issues.

Public safety is the mission of my Ministry and has been a top priority of the Government of Canada since 1993. It is fundamental to Canada's economic and social well-being. As outlined in the Speech from the Throne, our commitment has been to ensure that Canadians can continue to enjoy living in one of the safest countries in the world. This commitment was strengthened in the February 2000 Federal Budget which allocated new funding to support the Ministry's priorities. The new funding will provide the additional people and tools needed to maintain public safety.

Many examples can be found inside this report of how the RCMP is contributing to the fulfillment of our public safety mission.

I commend the RCMP for the outstanding performance and dedication reflected in this report, and look forward to another productive and successful year of work.

I welcome your feedback on this and our other ministry performance reports to help us to continue to build safer communities. On page 57 you will find a list of departmental contacts and our Internet address where you can obtain further information.

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

Commissioner's Introduction



This Report reviews the performance of the RCMP for the 1999-2000 period. Our continuing goal is to ensure safe homes and safe communities in Canada and to provide support to international communities in pursuit of peace and public safety. The Report highlights some of the key activities of the agency over the past fiscal year and provides some insight into how the RCMP plans to continue to serve Canadians in the years to come.

Our success stories over this past year were numerous. The most anticipated event was the end of the 20th century itself and the advent of the new millennium. Fortunately, the year 2000 arrived with little incident in Canada.

The Francophonie Summit in Moncton, New Brunswick, brought together 52 heads of state for this high profile, international event. Preparations for the Summit were extensive and over 2000 RCMP employees from across Canada provided security. We can all be proud of the commitment and dedication demonstrated by our entire organization.

The RCMP takes advantage of the many partnerships forged with other departments, agencies and organizations to provide the best possible service to Canadians. “**Our Missing Children**” Program received the distinguished Webber Seavey Award for Quality in Law Enforcement, and was a joint initiative with Citizenship and Immigration Canada, the Canada Customs and Revenue Agency, and the Department of Foreign Affairs and Interna-

tional Trade.

Internationally, this past year marked the 10th anniversary of RCMP involvement in joint peacekeeping and peace building missions around the world.

Another significant milestone for our organization was the 25th anniversary of police women in the RCMP. We recognized the distinguished and unique contribution women make to the Force.

Looking to the future, we will continue to focus on key priorities including:

- ▶ leading the fight against organized crime
- ▶ utilizing innovative policing approaches, like restorative justice, to meet unique community needs
- ▶ providing protection to citizens from violent crime and youth crime
- ▶ continuously upgrading law enforcement investigative tools and information
- ▶ providing civilian police for peacekeeping missions

The approximately 20,000 individuals who currently support our organization continue to demonstrate dedication through their outstanding performance and ongoing commitment. We set high expectations and, although not always fully successful, we continuously strive to meet or surpass them. As we enter the 21st century, the RCMP remains committed to excellence as we address our priorities and meet our objectives in the service of all Canadians.

J.P.R. Murray
Commissioner

Section II: RCMP Performance

Performance Expectations & Key Results Commitments

The performance expectations for 1999-2000 are presented below in the Chart of Key Results Commitments (figure 2).

The chart is organized according to six strategic priorities (left column). The associated performance indicators (right column) are also detailed and defined in terms of our accomplishments.

We have tried to keep statistics and charts to a minimum and to provide qualitative results including suc-

cess stories and best practices.

These are used to highlight some of the major accomplishments in our performance story. By describing both our successes and our shortcomings, we are able to tell a more balanced story and increase awareness of the complexities of our work.

Please note our results have been assessed against commitments made a year and a half ago in the 1999/00 Report on Plans and Priorities.

Figure 2: Chart of Key Results Commitments for 1999-00

The Royal Canadian Mounted Police is committed to:		
Providing Canadians with:	As demonstrated by:	See page...
Protection against organized crime:	1.1 a reduction in the economic incentives for enterprise crime	9
	1.2 a contribution to a reduction in smuggling and contraband distribution	10
	1.3 a contribution to a reduction in migrant smuggling	11
	1.4 a contribution to a decline in the supply of and demand for illicit drugs	12
	1.5 a contribution to a reduction in economic crime	13
	1.6 effective enforcement of other Federal statutes	14
	1.7 enhanced quality of criminal intelligence and information	15
	1.8 effective protection & security for Canadian and foreign dignitaries	16
	1.9 effective international liaison and overseas activities	17
Policing Services to support safe homes and safe communities:	2.1 a contribution to a decline in overall crime	20
	2.2 a contribution to a decline in property crime	21
	2.3 a contribution to increased road safety	22
	2.4 a reduction in the level of public complaints found justified	23
	2.5 increased satisfaction levels of clients and partners	24
Protection from violent crime and youth crime:	2.6 a contribution to a decline in violent crime	25
	2.7 a contribution to a decline in youth crime	26
	2.8 a contribution to people's increased sense of safety	27
Alternatives to the traditional justice system for Aboriginal peoples:	2.9 policing approaches that are responsive to the needs and culture of aboriginal communities	28
Law enforcement investigative tools and information	3.1 enhanced client access to advanced forensic analysis	30
	3.2 enhanced client access to criminal history, fingerprint & firearms records	31
	3.3 effective and timely sharing of criminal intelligence	32
	3.4 advanced training, research and information services	33
Civilian police for peace keeping missions:	4.1 timely and cost-effective provision of civilian police personnel for peacekeeping missions	35
	4.2 enhancement of Canada's international reputation	36

An Overview

A number of outcomes can be attributed to the RCMP as a whole:

- ❑ A **national leadership role** in forging law enforcement partnerships, to combat organized crime.
- ❑ A **contribution to the prevention and reduction of crime and victimization** to provide for safe homes and safe communities, a precondition for social cohesion and the social union framework.
- ❑ A **cooperative and coordinating role** with other federal departments and agencies involved in the enforcement of federal statutes.
- ❑ An **integrating role** for Canadian law enforcement agencies sharing law enforcement investigative tools and information, mainly through our National Police Services.
- ❑ An **international profile** and presence by representing Canadian law enforcement and Canadian values on the world stage.
- ❑ A **contribution to national unity** as a national symbol for Canada and a high profile presence, evidenced in May 1999 in the re-enactment of the historic trek of the March West.¹

The RCMP also participated in a number of horizontal initiatives within the portfolio of the Ministry of the Solicitor General of Canada, as well as in several government-wide initiatives:

- ❑ The National Strategy on Community Safety and Crime Prevention - we participated in the safe homes / safe streets strategy with Justice Canada and Solicitor General Canada in a joint lead role.
- ❑ Canada's Drug Strategy - we contributed to the

Government's demand reduction and supply reduction strategies with Health Canada.

- ❑ Organized Crime activities - we participated in the Anti-Smuggling Initiative and Integrated Proceeds of Crime Initiative.
- ❑ Aboriginal Justice/Restorative Justice - we continued to participate actively in the initiative led by Justice Canada.
- ❑ Peacekeeping - with DFAIT leadership and CIDA funding, we again managed the Government's participation in international civilian police peacekeeping.
- ❑ Year 2000 Readiness - Preparing for the most anticipated event of the century, we participated in a multi-agency effort to ensure safe homes and safe communities for all Canadians. Project Solstice is one example of this co-operation, and involved the Department of National Defence, Canadian Security Intelligence Service, Criminal Intelligence Service Canada, Canadian law enforcement and DOMUS Security Division LGS Group Inc.

In addition we have made some significant changes to improve our management processes and alignment:

- ❑ The appointment of a Chief Information Officer to ensure alignment of the Informatics Program to the technological needs of the organization.
- ❑ The appointment of a new Deputy Commissioner for Organized Crime and Operational Policy to champion the fight against our organized crime strategic priority.
- ❑ The appointment of a new Deputy Commissioner for Strategic Direction to strengthen our strategic

RCMP Resource Inputs for 1999-00

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$ 2,111,900,000
Authorities	\$ 2,176,200,000
Actual Spending	\$ 2,135,700,000

Human Resources (actual FTEs utilized):

Regular, Civilian, Special Constable Members	16,380
Public Service Employees	3,424
Total RCMP Employees	19,804

Note: For an explanation of the terms used here, please see the introductory note to the Financial Tables in Section IV. "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".

capacity and our partnerships with government to better contribute to legislative, policy and budget development.

- ❑ The appointment of a Comptroller leading to the modernization of Comptrollership within the RCMP.
- ❑ The appointment of a new Deputy Commissioner

for National Police Services and Technical Infrastructure to strengthen our accountability to government and our law enforcement partners.

- ❑ The appointment of four National Organized Crime Officers to coordinate, at a strategic level, efforts to combat organized crime in each region.

Considerations

The following trends/considerations provide a backdrop to the accomplishments of 20,000 employees dedicated to making our homes, streets and communities more safe for Canadians.

❑ **Public safety**, as part of our quality of life, is shaped by a **whole range of factors** not just by crime. These factors include: an aging Canadian society (with fewer youths at risk of being involved with crime), improved economic conditions (which often takes the incentive out of crime), higher levels of education and employment, globalization, and so on (see the discussion in the 1997/98 *Performance Report*, pages 14-15).

❑ **Crime is only one symptom** of a broader public health and safety picture and many of the solutions for reducing and preventing crime are found outside the traditional criminal justice system (e.g., in social development approaches).

❑ Because crime indicates broader social problems, **police do their work in partnership** with many other players, who contribute to the solutions to shared problems, and have an impact on crime. Our partners include: Canadians in all walks of life, Canadian law enforcement agencies, federal departments and agencies, provincial/territorial and municipal governments, the private sector, and non-government and community organizations.

❑ Because **performance accomplishments are shared with others**, it is not always possible to attribute to any one partner the precise role played in reducing crime and victimization at a national level. As a result, both successes and shortcomings are shared.

❑ It is usually **difficult to establish annual performance targets for each partner**. Success for each can therefore be best judged in terms of multi-year statistical trends.

❑ Beyond partnerships, however, **police perform some key roles** on their own:

- **gatekeepers** for the criminal justice system - the police are the first contact for people as victims, witnesses or offenders;

- **contributing partners** to the strategy of reducing offender motivations for criminal behaviour;
- **lead role** in controlling crime through law enforcement; and
- **key partner** in the strategy of prevention - reducing opportunities for people to commit crime.

❑ The **role of police in society is changing**, in part because of the growing demands made of the police by the public, including:

- an increase in the actual/perceived need for traditional, reactive policing despite declining crime rates;
- a growing demand for new services in response to new and more complex types of crime, such as Internet-based crime; and
- broader responsibilities as the solution to many non-crime problems.

❑ Increases or decreases in officially reported crime may **not necessarily reflect the true nature** of law enforcement performance. For example, increased crime rates can result from increased reporting - people see the police as a good way of solving their crime problem and make more formal reports.

❑ However, due to public and media interest we sometimes still provide some of the traditional statistics and measures, including:

- crime rates (the number of crimes per 100,000 population) allow us to compare results in jurisdictions of different sizes, and
- clearance rates (the percentage of solved to unsolved crimes).²

❑ In sharing our performance story with the public, we continue to **strive for improved reporting practices**, including higher quality information, more client and public satisfaction surveys, and benchmarking (see the discussion in the 1997/98 *Performance Report*, page 15).

Challenges

RCMP performance in 1999-00, has been in response to a number of external and internal challenges.

External Challenges

Government Commitments:

- ▶ There is an increased requirement for civilian police participation in **peacekeeping efforts**, which are an important part of Canada's commitments to stabilize democracy and peace in foreign countries.
- ▶ **Comptrollership**, in particular, and management by results are becoming increasingly important in an environment which focuses on value for money and results measurement.
- ▶ A **safe and stable society** is the foundation for a productive and prosperous economy. The RCMP and its partners are tasked with playing a key role in creating this environment to assure investors about the future security of their investment.
- ▶ The **Social Union framework** redefines the evolution of social policies in Canada and influences federal/provincial/territorial discussion on criminal justice issues.
- ▶ While there is strong support for stiffer sentences, particularly for young offenders, government initiatives encourage the RCMP and its partners to **implement balanced strategies**. These further enhance broader community involvement in restorative justice, as an effective alternative to the traditional criminal justice system.

Economic Climate:

- ▶ Growth in the legitimate economy (especially the Internet) is often accompanied by a **growth in economic crime**, particularly in organized crime.
- ▶ The **scope of organized crime** syndicate activities is widening and becoming entrenched in middle class business communities as a parallel economy.

- ▶ Baby boomers will soon have \$300 billion in investments, creating **extensive opportunities for criminal activity**.
- ▶ Many organized crime groups are international which has an impact on investigative costs.
- ▶ Organized international crime increases within a borderless world and globalization and technological advances will facilitate the work of criminal networks.

Court Decisions

The police operate in a complex environment and must adapt operations to meet the demands of Supreme Court decisions, affecting, for example, evidentiary issues, operational techniques and policing in certain communities.

Changing Social Values/Expectations:

- ▶ Canadians continue to press for **effective independent reviews** and scrutiny of legislation, policies and practices of the criminal justice system.
- ▶ **Public is expecting** an increased police role in preventing and reducing particularly violent crime, family violence, violence against women, hate crime and youth crime.

Shifting Demographics:

- ▶ An **aging society** increases the number of vulnerable people, whose fear of crime increases demand for police intervention.
- ▶ Increased **cultural diversity**, through immigration, may create increasing opportunities for the importing of homeland conflicts into Canada
- ▶ A higher than average growth rate of the **aboriginal population**, may lend urgency to special aboriginal justice.

Crime Trends:

- ▶ Though the actual crime rate is dropping, there is a continuing **public perception** that

crime is on the increase with a particular concern in the areas of violent crime, youth crime, family violence and hate crime.

- ▶ The incidence of **white collar crime is increasing**, particularly in areas of telemarketing scans and cyber-fraud, credit card forgeries, bogus investment schemes, and employee theft.
- ▶ Canada remains a favoured destination and a transit country for **smuggling**, including illegal alien smuggling.

Technology:

- ▶ Increasingly complex criminal networks and their increased use of such technology as encryption and scanning devices in the commission of crimes is demanding **innovative technological responses** which significantly increases the complexity/costs of investigations.
- ▶ Successful policing operations will require: appropriate legislative frameworks, acquisition of **specialized technical equipment**, research for new technologies and the recruitment, training, development and retention of highly skilled personnel.
- ▶ Many **critical infrastructures** were formerly segregated, but are now interconnected through complex computer networks making them more vulnerable targets to serious criminal activity, through both physical and cyber attacks.
- ▶ We are **developing and maintaining expertise** in the prevention, detection, investigation and prosecution of crime involving national critical infrastructures.

Internal Challenges

Management Improvements:

- ▶ Continuing efforts to produce cost-savings, management efficiencies and alternative service delivery.
- ▶ Strong participation in horizontal issues across the portfolio of the Solicitor General and government.
- ▶ Continuing efforts to implement measures reflected in the government Quality Service

Initiative through community policing.

- ▶ Continuing efforts to develop sound performance indicators to demonstrate value for money and accountability.
- ▶ Continuing efforts to consolidate the regionalisation of service delivery, and the realignment of business lines, strategic priorities and operational priorities.
- ▶ Funding for the integration of police information reporting systems.
- ▶ Innovative and effective measures to combat crime, building on initiatives such as DNA analysis, Firearms Registry and Integrated Proceeds of Crime Unit (IPOC).
- ▶ Beginning preparations for the next five year review of policing contracts between the provinces and the federal government.
- ▶ The recruitment and training of new cadets to meet a growing demand for services.
- ▶ Continuing to ensure a world-class police organization that has the appropriate capacity (financial, technological and skill-based) by:
 - maximizing the value derived from the integration of federal, contract and national police services at the operational level;
 - providing a multi-jurisdictional approach that is made possible by our national infrastructure; and
 - developing new partnerships with federal, provincial and territorial government departments and agencies, other law enforcement agencies, as well as communities, local groups and organizations.

Key Reviews:

Several reviews were conducted in 1999/00 in the RCMP. The reviews listed below transcend many of the key results commitments, and therefore serve to enhance our overall performance.

□ In 1999, the Treasury Board Secretariat (TBS) commissioned a resource and management review of the RCMP. The main objectives were to identify: major operational challenges, opportunities and risks, means by which to use resources more effectively, incremental resource requirements, and a timetable for the implementation of recommendations resulting from the review.

Pricewaterhouse Coopers (PWC) conducted the review and presented a final report to TBS and the RCMP in September 1999.

The RCMP welcomed the PWC report and has moved quickly to respond to the recommendations by:

- ▶ establishing a resource review committee to oversee implementation of the recommendations;
- ▶ the creation of new civilian positions, including two for Comptrollership and Strategic Direction with the appointment of Deputy Commissioners to head these areas;
- ▶ a greater focus on methods of modern comptrollership to deal with resource availability;
- ▶ the development of more powerful reporting mechanisms; and
- ▶ the implementation of enhanced performance measurements.

□ A review by the Audit and Evaluation Branch examined the processes used for managing RCMP funds for sensitive expenditures (Reporting Object 580), including the extent to which these funds were properly allocated in terms of the Force's operational priorities and objectives.

The review concluded that significant improvements were required to the processes used for the overall management and allocation of these funds on a national basis. As a result, effective action has been taken to enhance the Force's capacity to forecast, monitor and control these expenditures. This will en-

sure that the limited funds available are being used as effectively and efficiently as possible to support operational priorities and objectives.

□ An audit and evaluation review of the RCMP's National Security Program examined the alignment of the program's roles and activities with its mandated responsibilities and objectives. It also looked at the effectiveness of the functional working relationship between the RCMP and CSIS.

The review concluded that the program needed to be realigned to allow the RCMP to more effectively execute its responsibilities for national security offenses. Weaknesses in the relationship between CSIS and the RCMP were also identified. As a result, the program is being restructured to make more effective use of resources, and to improve the effectiveness of the program's interaction and working relationship with CSIS.

□ A review was conducted of the RCMP's Joint Force Operations (JFOs) with other police agencies to evaluate whether objectives are being met, client needs are being satisfied and they are functioning in an efficient and effective manner.

The degree to which the management control processes and practices for JFOs address the accountability standards of both the RCMP and its partners was also examined.

JFOs were found to be generally well managed - meeting their intended objectives and providing a beneficial service to their clients. However, some opportunities for improvement in the overall effective management of these operations were highlighted. As a result, RCMP policies and procedures were enhanced to improve the overall effectiveness of our operational and investigational partnerships with other police forces.

Business Line Performance Accomplishments

1. Federal Policing Services

As the police service for Canada, federal policing represents the core mandate of the RCMP at the national level. Federal policing services help ensure our objective of *safe homes and safe communities* in our streets and communities, and at our international borders.

We are dedicated to providing Canadians with quality federal services to ensure a prosperous and stable economy and to protect the Canadian economy against criminal organizations in areas that many Canadians seldom experience directly (e.g., corporate crime, fraudulent telemarketing schemes, stock market fraud, crime in “cyberspace”). Quality Federal policing services are delivered through community policing principles, which involves team work and partnering with the communities we serve.

Protecting Canadians against organized crime, as our Federal policing priority, presents some particular challenges because:

- this type of crime is largely invisible;
- it is difficult to determine its

size, scope and impact on Canadians, although efforts in these areas are ongoing; and

- it is difficult to assess how much impact our efforts have in disrupting or dismantling organized crime.

Nonetheless, we can still judge the likely impact of our accomplishments by comparing our recent results with our past performance.

Short-term outcomes include:

- public compliance with criminal law; and
- a welcome byproduct is often an increased financial return to government (such as increased tax revenues). These returns are often in proportion to the amount invested in law enforcement.

Medium-term impacts include:

- costs foregone in related areas such as reduced health care costs (e.g., related to drug abuse); and
- lower costs for goods and services that were otherwise “taxed” by organized crime.

RCMP Objective:

Safe Homes, Safe Communities



Strategic Priority:

To provide Canadians with protection against organized crime.

Business Line Resource Inputs, 1999/00

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$519,100,000
<i>Total authorities</i>	\$596,100,000
Actual Spending	\$569,200,000

Human Resources

Actual FTEs utilized - (23.9% of total FTEs)	4,740
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Note: Increases from planned spending to authorized spending are comprised primarily of funding received from Treasury Board for the re-introduction of resources approved by the Solicitor General to Montreal, Toronto and Vancouver Airports. This business line underspent its authority as a result of delays in putting the resources in place until the last fiscal quarter.

Broader outcomes are reflected in:

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

Taken together, our strategies and desired outcomes are aligned with the Solicitor General of Canada’s Public Safety priorities, and contribute to the National Strategy on organized crime.

We use several *key strategies to combat organized crime*. One set of strategies focusses on illegal activities (illicit commodities and services). The second set focusses on people (criminals and their organizations).

To implement these strategies, a broad range of *law enforcement and related tools* are used, with our partners, to pursue the common goal of combatting organiz-

ed crime (see the table below), with a focus on the key results commitments made to Canadians (see Fig. 2).

Over the past few years we have shifted our overall strategy. Formerly, we mainly targeted illegal goods and services. Unfortunately, this approach allows organized crime groups to continue the same activity with other commodities. It also runs the risk of ignoring other illegal activities of organized crime, has a short-term impact on street-level criminals, and permits the profits and the funding sources of organized crime to remain undetected.

Consequently, while we continue to target illegal activities, we now also focus on the upper echelons of organized crime (a process called “targeting upwards”) as well as on organized crime networks, so that we can dismantle them and disrupt all

their criminal activities.

Targeting the upper ranks is an on-going, multi-year exercise rather than a case-specific project. It requires extraordinary law enforcement partnerships, long-term commitments of substantial resources from many jurisdictions, and properly trained enforcement personnel.

The impact of targeting upwards is also difficult to measure. Internal fighting by the remaining members when they reorganize and establish a new leadership, or when they are replaced by a rival criminal group, may lead to a disruption of criminal activities that can sometimes last no longer than six months. Nonetheless, targeting the upper ranks sends a clear message that organized crime is not immune from the law and will not be tolerated in Canadian society.³

Strategies to Combat Organized Crime	Tools to Combat Organized Crime
<p>Targeting the suppliers of illicit goods and services by focusing on the upper ranks of criminal organizations with long-term intelligence gathering and investigations that are project oriented and multi-disciplinary</p>	<p>Timely, tactical and strategic intelligence on criminal acts, individual criminals and criminal organizations - produced, gathered and shared with CID, CISC and Canadian and foreign police agencies</p>
<p>Targeting the supply of illicit goods and services by interdiction, closing off opportunities for crime, disrupting specific criminal activities and locations (e.g., marine ports of entry, our borders) and by addressing new and innovative criminal activities (e.g., telemarketing)</p>	<p>Physical and electronic surveillance, conducted in partnership with other law enforcement and government agencies.</p>
<p>Promoting a reduction in the demand for illicit goods and services through public education and awareness (e.g., for drugs), and prevention</p>	<p>Information technologies developed with law enforcement partners linked to our National Police Services</p>
<p>Targeting the incentives for crime (i.e., reducing the motivations of offenders) by removing the profits of criminal activities (i.e., IPOC)</p>	<p>Legislative instruments (e.g., <i>Criminal Code</i>, other federal statutes) developed with Justice Canada, Solicitor General Canada, other federal departments</p>
<p>Forging strategic regional, national and international partnerships with other law enforcement agencies, other government agencies, and the private sector</p>	<p>Financial measures (e.g., duties, taxes) in co-operation with Dept. of Finance, CCRA</p>
	<p>Public education and information in partnership with HRDC, Industry Canada, Health Canada and the private sector</p>
	<p>Training and recruitment to build and enhance knowledge and expertise</p>

1.1 Reduction in the Economic Incentives for Enterprise Crime

Problem:

Most crime is motivated by financial incentives or greed and, unless the assets of criminals are taken away from them legally, then they will continue to pursue their activities, especially as organized crime. Estimates of the level of money laundering range from \$10 to \$17 billion annually.

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 helping to prosecute offenders through multi-disciplinary teams across Canada with our key partners (working in 13 Integrated Proceeds of Crime (IPOC) units) and six smaller satellite Proceeds of Crime (POC) units.

Partners:

SGC, CCRA, Department of Finance, Justice Canada, FAMU, SPMD, private industry (e.g., Canadian Bankers Association), municipal, provincial and international police agencies.

Inputs:

- ❑ \$39.9 million (including \$3.8 million from Canada's Drug Strategy, \$15.4 million from the Anti-Smuggling Initiative (ASI) and \$7.8 million from A-based funding).
- ❑ 315 FTEs utilized.

Outputs:⁴

- ❑ \$32.2 million in seizures by all POC and IPOC units.
- ❑ \$1.5 million imposed in fines.

- ❑ \$89 million in "referrals" for investigation to other law enforcement agencies and to CCRA, including 41 cases investigated by CCRA which resulted in \$13 million being assessed, \$2.9 million collected, and \$29 million in potential revenues from ongoing cases.

Performance Indicators:

- ❑ Disrupting organized criminal groups through criminal charges and forfeiture of assets.
- ❑ Trends in the value of assets seized.

Results:

- ❑ Immediate results include taking a bite out of the profits of crime and returning them to government. To date, of the \$32.2 million seized in 1999, about \$17.5 million has been returned to the federal government.
- ❑ Longer-term results lie in reducing the incentive for crime and undercutting organized crime and its harmful impact on Canadian society.

Planned Improvements:

- ❑ Working with our partners to implement the new mandatory requirements for reporting suspicious transactions and to implement the proposed new cross-border reporting requirements.
- ❑ Expanding measures to reduce the costs associated with legal disclosure.
- ❑ Working with our partners to renew the IPOC initiative.
- ❑ Improved evaluation system which recognizes the impact of organized crime on community safety & security, and on the IPOC

initiatives as well as recognizing the full spectrum of the economic impact.

- ❑ Improve effectiveness and efficiency of file prioritization and referrals.

On July 14, 1999 the Kingston RCMP in conjunction with the Royal Antigua and Barbuda Police arrested eight persons facing 31 charges of drug trafficking, possession of proceeds of crime and money laundering as a result of a two year investigation.

During the course of the investigation 1000 kilograms of cannabis resin with a street value of \$20 million, destined for shipment to Canada, was seized along with property and assets valued over \$3.5 million. The assets included a villa, three residential homes, a luxury cottage, three sailboats, investment portfolios, vehicles, \$250,000 in cash and other property.

The case demonstrates the value of cooperating internationally among law enforcement agencies to prevent the distribution of illicit drugs and remove the proceeds of such criminal ventures.

1.2 A Contribution to a Reduction in Smuggling and Contraband Distribution

Problem:

Differences in duties and taxes between Canada and other countries, especially across our long, porous border with the US with a high volume of goods and people passing through, provides opportunities for organized criminal groups to avoid these taxes by smuggling contraband and prohibited goods. Smuggling and illegally manufacturing controlled goods such as tobacco and alcohol produces an annual revenue loss to governments of \$2.5 billion.

Strategies/Expectations:

- ❑ Reducing the availability of contraband goods by limiting their entry into Canada through physical seizures and prosecution.
- ❑ Identifying and referring to CCRA the duties and taxes owed on previously smuggled goods (i.e., “ascertained forfeitures”²⁵), thereby having the same impact as if the goods had been seized originally.
- ❑ Prosecuting substantive offences related to contraband to facilitate Proceeds of Crime investigations.
- ❑ Providing prevention, awareness and community policing programs to reduce the demand for contraband goods.

Partners:

SGC, CCRA, Justice Canada, Health Canada, Canadian and international law enforcement agencies, federal and provincial finance departments.

Inputs:

- ❑ \$70 million
- ❑ 573 FTEs utilized

Outputs:

- ❑ \$42.4 million in total seizures, including: \$4.9 million in physical seizures of tobacco products (plus \$0.5 million in ascertained forfeitures), \$1.0 million in liquor products, \$7.7 million in jewellery, \$7.8 million in illegal drugs, \$1.0 million in conveyances.
- ❑ 1,142 charges laid, \$12.7 million in fines levied, \$246,000 in revenues collected, and \$36 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.

Results:

- ❑ Concluded long, complicated cases resulting in key ascertained forfeitures.
- ❑ Encouraged the legal movement of goods across our borders, thereby providing a financial return to Canadians.
- ❑ Disruption of organized criminal groups involved in the smuggling, illegal manufacture and distribution of contraband.

Planned Improvements:

- ❑ Providing basic Customs and Excise Training to all members of the RCMP through an “on-line” course delivered via the RCMP “Intranet”.
- ❑ Developing a prevention, awareness and community policing program.
- ❑ Implementing a revised performance and accountability evaluation framework.
- ❑ Further implementing, where possible, recommendations arising from the evaluation of the ASI program.
- ❑ In light of the Supreme Court of Canada judgement, in “R vs Campbell and Shirose”, develop new investigative methods to achieve the same results prior to the decision.

In April 1999 the Supreme Court of Canada, in “R. v Campbell” (Campbell and Shirose), ruled that police are not agents of the Crown and thus do not benefit from Crown immunity unless specifically exempted by statute.

This had a profound impact on the investigation of certain offences. As a result of the decision, 101 investigations, including 44 Custom and Excise cases were either suspended, modified or terminated, to be in compliance with the judgement.

A full transcript of the Campbell & Shirose judgement may be found by visiting the Supreme Court of Canada website at: www.scc-csc.gc.ca/index_e.htm

1.3 Contribution to a 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, however, 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, facilitates the provision of transport, safe houses, local contacts and travel documentation.

Strategies/Expectations:

- ❑ Investigating unscrupulous professional immigration facilitators.
- ❑ Timely acquisition and sharing of national and international intelligence of organized smuggling operations with global partners.
- ❑ Preventing illegal and inadmissible entries into Canada through public education, prevention and enforcement.

Partners:

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

Inputs:

- ❑ \$20.2 million
- ❑ 173 FTEs utilized

Outputs:

- ❑ Screened over 27,000 refugee claimants under international con-

ventions, as requested by CIC.

- ❑ Screened approx. 1,600 applicants from Eastern Europe and Asia fitting profiles of persons tied to organized crime, past criminal activities, terrorist links, or war crimes who were referred by CIC (of these, half were denied entry).
- ❑ Removed a total of 101 high risk persons arrested across the country.
- ❑ Escorted 22 immigration related prisoners to other countries.
- ❑ Undertook 1,140 smuggling related cases.
- ❑ Seized 1,550 fraudulent travel or identity documents.
- ❑ Prevented 151 inadmissible migrants from entering Canada and 590 from entering the US.

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 number of migrants attempting to illegally enter the US from Canada.

Results:

- ❑ Our criminal screening process identified members of international organized crime groups and prevented them from entering Canada, thereby protecting Canadians from strengthened domestic organized crime.
- ❑ An intervention strategy with the cooperation of foreign authorities to prevent illegal migrants from departing the staging area with a destination of Canada, therefore reducing 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.

People Smuggling Organization Dismantled

“Project Cadmium”, a migrant smuggling investigation involving the RCMP, CIC, and foreign law enforcement agencies, resulted in the dismantlement of a smuggling organization operating in the Montreal area. One member of the organization had milked the province’s welfare system for a decade while making hundreds of thousands of dollars smuggling people to Canada. The smuggling organization is believed to have been responsible for the entry of over 1,000 Bangladesh persons to Canada using false passports and immigration papers either bought or stolen in this country.

1.4 A Contribution to a Decline in the Supply of and Demand for Illicit Drugs

Problem:

The harmful consequences of illicit drug use and abuse include physical, emotional, economic and social harms to both individual Canadians and to Canadian society. Estimates of the potential to generate criminal proceeds from illicit drugs sold at the street level are as high as \$18 billion a year.

Strategies/Expectations:

- ❑ Reducing the supply of illicit drugs by preventing large drug shipments from entering Canada.
- ❑ Preventing illicit drug distribution across Canada.
- ❑ Lessening the demand for illicit drugs through prevention and public educational initiatives.

Partners:

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

Inputs:

- ❑ \$70.9 million
- ❑ 845 FTEs utilized

Outputs:⁶

During 1999, in RCMP jurisdictions:

- ❑ 38,515 drug offences were investigated.
- ❑ Drugs with a street value of \$801 million were seized including: \$63 million in heroin; \$145 million in cocaine; \$572 million in cannabis and \$20 million in other drugs.
- ❑ An additional \$109 million in drugs was seized in other countries

as a result of major drug investigations in which we participated.

- ❑ The number of participants in drug awareness programs at the community level (e.g., Police Assisted Community Education - "Kids and Cops", Aboriginal Shield, Drugs and the Workplace) continued to increase across the country, with significant growth in the DARE program.

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 substance abuse.
- ❑ Trends in participation in drug prevention programs for awareness and education.

Results:

- ❑ Helping reduce the demand for drugs.
- ❑ Impeding the importation into Canada and the distribution of illegal drugs.

Planned Improvements:

- ❑ Continuing to enhance the drug demand reduction strategy in collaboration and partnership with social, health and justice processes focusing on the delivery by front line police officers of proven substance programs and services to youth, communities and workplaces that are designed to reduce demand, supply and harm as well as promote a drug free lifestyle.
- ❑ Continuing to focus media releases on the social, economic and other costs and harms of substance abuse, rather than just on the

dollar value of drugs seized.

- ❑ Providing a greater concentration of coordinated law enforcement efforts toward major criminal organizations.

In 1999 the RCMP, in cooperation with the Department of National Defense, provincial and municipal police forces, established a marijuana eradication program. This combined venture resulted in the seizure and destruction of 54,000 mature plants valued in excess of \$136 million.

In total, the cooperative efforts with DND and other programs, such as the Green Team in British Columbia which focus on grow operations and cross-border initiatives, resulted in the seizure of 954,781 marijuana plants. This is the equivalent of 190 tons and is in addition to 23 tons of marijuana seized otherwise.

1.5 A Contribution to a Reduction in Economic Crime

Problem:

With more sophisticated technologies available to criminals or criminal organizations working across international boundaries, profit-motivated crime is 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, Bank of Canada, Superintendent of Bankruptcy, HRDC, Canadian Assoc. of Internet Providers, Canadian Bankers Association, Deceptive Tele-marketing Crime Prevention Forum, Securities and Exchange Commission, and other US and international departments and agencies.

Inputs:

- ❑ \$38.5 million
- ❑ 385 FTEs utilized in 34 units

Outputs:⁷

- ❑ 77 corporate bankruptcies (estimated at \$14.8 million) and 137 personal bankruptcies (estimated at \$8.7 million) were investigated. A 30 per cent reduction in investigations over last year is mainly due to a higher threshold in the cases referred from the Superintendent of Bankruptcy.
- ❑ The most important bankruptcy investigation in Canadian history, Castor Holdings, involved fraudulent disposal of assets of \$1.3 billion and led to 41 criminal charges against one male. 20,640 hours of

investigation were conducted in over seven countries.

- ❑ 5,491 new investigations started (value - \$2.6 billion), adding to 3,595 investigations from prior years, and 526 discontinued cases due to lack of resources.
- ❑ Developed and launched an interactive computer game, "Missing", to educate the public about Internet predators.
- ❑ A new automated trading analysis software, "Market Integrity Computer Analysis", was developed in partnership with securities regulators and Canadian Stock Exchanges.

Performance Indicators:

- ❑ Trends in successful investigations and arrests for white collar crime in corporate crime, corruption, Tele-marketing fraud, securities and stock market fraud, computer crime and telecommunications fraud.

Results:

- ❑ Counterfeit Canadian bank notes seized totalled about \$4.5 million.
- ❑ The Task Force investigating the 'Breast Implant' complaint was disbanded. After interviewing scores of witnesses and analysing over 50,000 documents, no basis for criminal negligence allegations against officials of Health Canada was found.
- ❑ The investigation of contaminated blood of Red Cross is continuing.
- ❑ Policing efforts had little impact on the growing problems of securities, telemarketing, and computer assisted frauds, Internet and other high technology assisted crime, as well as on credit and debit card frauds.

Planned Improvements:

- ❑ Contributing to the development of:
 - ▶ an Internet Crime Reporting Centre designed to assist law enforcement and regulatory agencies combatting internet crimes;
 - ▶ the Government of Canada ITS Incident Response Centre to coordinate and respond to attacks against computer-based critical infrastructure
- ❑ In partnership with the primary provincial securities commissions and stock exchanges, developing a new coordinated enforcement strategy for national and international securities fraud investigations targeting organized crime.
- ❑ Enforcing new offences for telemarketing fraud, printing in likeness and respective similar offences, enterprise crime, as well as the new authority to undertake the interception of communications and using provisions for the seizure and forfeiture of crime.

Arrest of "Mafiaboy"

In the spring of 2000, numerous cyber-attacks on various Internet based electronic commerce sites, resulted in major losses in the hundreds of millions of U.S. dollars.

A joint investigation conducted by the Computer Investigation and Support Unit of the RCMP Montreal Commercial Crime Section and the Federal Bureau of Investigation led to the arrest of a young offender, known on the Internet as "Mafiaboy". He currently faces numerous charges both in Canada and the United States.

1.6 Effective Enforcement of Other Federal Statutes

Problems:

Opportunities are increasing for crimes in the areas of public safety, consumer protection, and environmental crime. Annual financial loss to the Government of Canada and Canadians is estimated at: software piracy (over \$300 million); counterfeit music CDs (\$31 million); counterfeit clothing, and other types of copyright violations amount to many more millions. Federal law enforcement in these areas is often duplicated among departments.

Strategies/Expectations:

- ❑ Developing intelligence on the involvement of organized crime in the movement of hazardous waste, endangered species and similar goods.
- ❑ Enhancing enforcement of copyright, trademark and radio communication related offences.
- ❑ Reviewing selected areas of federal law enforcement that could benefit from improved coordination and consolidation.

Partners:

SGC, Justice Canada, Environment Canada, Industry Canada, CCRA, Canadian and foreign police agencies, and private sector agencies such as the Canadian Recording Industry Assoc.

Inputs:

- ❑ \$61.2 million
- ❑ 553 FTEs utilized

Outputs:

- ❑ 165 new investigations were conducted under the *Family Orders and Agreements Enforcement Assistance Act* Study involving the recovery of 78 more passports from "deadbeat parents"; 53 persons paid arrears to their former spouses.
- ❑ A feasibility study on the cost effectiveness relative to the investigation and seizure of passports under the *Family Orders and Agreements Enforcement Assistance Act*, began in 1999 with a final report due March 31st, 2001.

- ❑ 197 investigations were conducted, resulting in 480 individuals and 68 companies being charged under the *Copyright Act* and the recovery of \$2.8 million in illegal goods.
- ❑ Several multi-million dollar investigations under the *Student Loan Act* were initiated.

Performance Indicators:

- ❑ Reduced illegal activities relating to federal statutes, especially copyright and other consumer protection violations, environmental offences, public safety, and financial losses to Government.
- ❑ Reduced overlap and duplication in federal law enforcement.

Results:

- ❑ Contribution to increased public health and safety, economic growth of legitimate businesses and financial return to the various levels of government.
- ❑ Reduced losses of revenue to the federal government.
- ❑ Increased awareness for Canadians about new forms of crime in which organized criminals are involved, especially environmental crime and counterfeit products.
- ❑ "Deadbeat parents" are increasingly likely to pay arrears to their estranged family.

Planned Improvements:

- ❑ Completing the implementation of 100 new uniform Airport Federal Enforcement Section (FES) positions at Vancouver, Toronto and Montreal airports to increase the RCMP's capability to combat organized crime at these locations.
- ❑ Working with Environment Canada to improve communication and cooperation between the two departments during the investigation of environmental crimes.
- ❑ Conducting a study to examine the extent of organized crime involvement in environmental crime.

- ❑ Working with CCRA to enhance border enforcement in the area of violations of the *Copyright Act* and other federal statutes.

In June 1999, TBS approved \$15 million for the creation of 100 new uniform Federal Enforcement Section investigator positions at Vancouver (20), Toronto (40) and Montreal (40) Airports to assist in the fight against organized crime.

The first section become operational in Montreal in January 2000. Working in partnership with other agencies, including CCRA, they seized over \$35.2 million in illegal drugs in the first three months of 2000.

Similar successes are anticipated in Vancouver and Toronto airports.

1.7 Enhanced Quality of Criminal Intelligence and Information

Problem:

Timely, accurate information and intelligence on individual criminals, criminal groups and criminal acts are vital for RCMP policing and law enforcement partners to disrupt and dismantle the major threats to Canadian society, especially organized crime.

Strategies/Expectations:

Strategies of the RCMP Criminal Intelligence Program include:

- ❑ Enabling transnational crime and terrorism to be countered at their sources.
- ❑ Assessing and measuring the relative threats of organized criminal groups.
- ❑ Identifying trends in transnational crime and tracking structures, networks, methods of operation and vulnerabilities of criminal organizations and terrorist groups.

Partners:

SGC, PCO, CISC, CIC, CACP, Interpol, Europol, G8 Senior Experts Group on Transnational Organized Crime, Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States, International Assoc. of Chiefs of Police, International Assoc. of Intelligence Analysts, and counterparts in the US, England and Australia.

Inputs:

- ❑ \$51.2 million
- ❑ 381 FTEs utilized

Outputs:⁸

- ❑ Identified RCMP's national priorities for combatting organized crime.
- ❑ Produced Criminal Intelligence Briefs for use by the RCMP, the federal government, provincial and municipal partners and, where appropriate, with the private sector.

❑ Delivered advanced criminal intelligence training, including strategic intelligence analysis.

❑ Conducted 1,316 Security Offences threat assessments pertaining to Canadian and foreign dignitaries and 984 pre-appointment background checks on prospective government appointments.

❑ A significant increase in the use of the National Crime Data Bank as an information/intelligence management tool in the fight against organized crime.

❑ Prepared the Annual Report on Organized Crime in Canada, in partnership with CISC.

Performance Indicator:

❑ Satisfaction of key partners and clients (based on the information's use and value).

Results:

❑ Overwhelming satisfaction by users of Strategic Intelligence Assessments (99 percent).

❑ Enhanced awareness, understanding and participation among Canadian police agencies of the major organized crime threats (based on the national priorities and the Annual Report).

❑ Stronger partnerships and joint strategies to combat the problem of organized crime.

❑ Enhanced criminal intelligence.

❑ More effective, cooperative working strategies to combat organized and serious crime.

❑ Enhanced tactical support to front line operational units targeting organized crime groups.

❑ Through Project Solstice, a government wide initiative, contributed to a smooth and trouble-free Y2K transition across Canada.

Planned Improvements:

❑ Ensuring that the intelligence func-

tion serves the needs of the entire organization and extends across jurisdictional and command structures, by an ongoing discourse across the RCMP.

❑ Improving the scope and quality of information inputted into the shared intelligence systems.

❑ Examining RCMP preparedness to respond to major incidents of public disorder.

❑ Continually improving the new threat assessment tool.

❑ Improving performance indicators for the disruption of organized criminal groups.

❑ Improving our ability to combat organized crime through an intelligence-led policing model.

❑ Improving our ability to respond to major incidents through the Critical Incident Response Program.

❑ Improving intelligence, including Canada US and other bi-lateral intelligence sharing to support joint enforcement actions.

The Ressam investigation in December 1999, served to highlight the value of cooperation among law enforcement and intelligence agencies within Canada and abroad.

The RCMP, FBI and CSIS, to name a few, worked collaboratively during the course of this intense investigation that traversed international borders.

The cooperative sharing of intelligence is an integral component of any criminal investigation and is crucial to a successful outcome.

Criminal Intelligence Program
Further information may be found at:
www.rcmp-grc.gc.ca/html/cr-intel.htm

1.8 Effective Protection and Security for Canadian and Foreign Dignitaries

Problem:

Canadian and foreign dignitaries are at risk of becoming targets of violence for political, criminal or personal motives or as targets of organized crime. Dignitaries include the Prime Minister, the Governor General, certain other Canadian officials, foreign diplomats posted to Canada, visiting Internationally Protected Persons, and other persons designated by the Solicitor General of Canada.

Strategy:

Providing Canadian and foreign dignitaries with protective and security services.

Partners:

Prime Minister's Office, Privy Council Office, Department of Foreign Affairs and International Trade, Heritage Canada, Canadian Security Intelligence Service, National Capital Commission and local police services.

Inputs:

- \$43.8 million
- 464 FTEs
- other personnel temporarily assigned to major events.

Outputs:

- Protection was provided to the Prime Minister and his family for 100 national and 37 international trips. Other Canadian dignitaries took 261 trips and were provided with protection in each instance.
- A total of 270 foreign visitors were protected during their stay in Canada.
- Foreign diplomats posted to Canada benefited from protection for 209 domestic trips.

- Protection was provided for 33 major events.

Performance Indicators:

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

Results:

- All foreign Internationally Protected Persons on official business in Canada who were extended protection by the RCMP on behalf of the Canadian government during their visit arrived and left Canada in safety during 1999-2000.
- All foreign missions in Canada and designated Canadian government dignitaries also enjoyed a safe and secure year under RCMP protection.

Planned Improvements:

- Improvement of accountability and funding for the Protective Policing Program by conducting a national review of its role, functions, structure and funding arrangements, including indirect costs. A report or business plan will be submitted to senior officials of the RCMP in December 2000.

Largest Gathering of Heads of State in Canada

The Francophonie Summit held in Moncton, New Brunswick in September 1999 saw the largest gathering of heads of state on Canadian soil.

The RCMP, who provided security to over 100 dignitaries, was recognized as one of the main contributors to the success of this major event. Accolades were received from foreign visitors as well as our partners and stakeholders.

1.9 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/Expectations:

- ❑ 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:

Department of Foreign Affairs and International Trade, Justice Canada, other federal departments, Canadian and foreign law enforcement agencies, and other Interpol bureaux around the world.

Inputs:

- ❑ \$7.9 million (including Canada's statutory contribution to Interpol of about \$1.2 million)
- ❑ 29 Liaison Officers FTEs in 20 countries around the world
- ❑ 25 Interpol FTEs

Outputs:

- ❑ The Liaison Officers engaged in 40,000 transactions with Canadian and foreign agencies in 1999/

2000 - transactions included requests received and assistance provided by the Liaison Officers. The Liaison Officers have assisted Canadian Police and foreign agencies in several hundred major drug, proceeds of crime, commercial crime and immigration investigations.

- ❑ In 1999/2000, Interpol Ottawa received over 7000 requests for assistance from various Canadian and foreign agencies on matters including fraud, forgery, theft, drug, smuggling, illegal entry, missing persons 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.

Results:

The Liaison Officer program:

As the focal point for Canada's international drug and organized crime strategies, this program has 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:

This 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.

Organized Crime Activities Disrupted in Canada

The Liaison Officer program is credited with the arrest of 54 individuals and the serious disruption of Eastern European organized crime activities throughout Canada

2. Contract Policing Services

The federal government has policing agreements with eight provinces and three territories. These 20-year agreements are in effect until the year 2012.⁹

Our medium-term strategy is to develop a framework for negotiations for the year 2012. We are also planning for the next five-year review of the agreements.

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

As a result, everything we do focuses on consulting with our clients and stake-holders, forming partnerships with our communities and local agencies, empowering our front line, and mobilizing community and other resources to supplement our own resources.

By listening to our clients and partners, the policing services we deliver to them under contract with provinces and municipalities, are

better tailored to the needs and priorities of each community. By learning from pilot projects and best practices, we are continuously improving the quality of services we provide.

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

How well do these strategies work in terms of their impact on the three strategic priorities for the contract policing business line? We use three main ways of interpreting our results, by comparing:

- trends in the actual level of “traditional” crime through independent surveys of Canadians who have been victimized;¹⁰
- our own 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.

RCMP Objective:

Safe Homes, Safe Communities



Strategic Priority:

To provide Canadians with -

- policing services in support of safe homes and safe communities;

- protection from violent crime and youth crime;

- alternatives to the traditional criminal justice system for aboriginal peoples.

Business Line Resource Inputs, 1999/00

Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$1,078,000,000
<i>Total authorities</i>	\$1,147,300,000
Actual Spending	\$1,146,800,000

Human Resources

Actual FTEs utilized - (53.5 % of total FTEs)	10,593
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Note: Increases from planned spending to authorized spending are comprised primarily in the addition of 114 resources into contracts. Contract Policing slightly underspent authorized levels as a result of the phasing in of additional resources the majority of which occurred in the last quarter of the fiscal year.

Unfortunately, due to the lack of accurate information on crime, we are not yet able to compare ourselves with other police forces by using crime rates, as reported in the Uniform Crime Report (UCR)¹¹ statistics gathered by the Canadian Centre for Justice Statistics (CCJS).¹²

At present, we can only compare crime numbers between years (generated by our Operational Statistics Reporting system) as a crude indicator of our performance. The effectiveness of the above strategies is assessed and reported below by using quantitative and qualitative indicators of our performance against the commitments we made to Canadians in our 1999/00 Plans and Priorities Report. Because human and financial resources for this business line are allocated geographically by divisions and not by commitments (as they are for the federal business line), the inputs are not identified under each of the items below.



To help achieve our strategic priority of safe homes and safe communities, we provide quality service delivered through community policing.

Our Strategies Include:

- Reducing crime and deterring further crime through law enforcement;
- Preventing crime and repeat crimes by solving common underlying problems;
- Delivering restorative justice measures;
- Diverting young offenders;
- Softening the impact on victims;
- Targeting high-risk offenders to prevent re-offending or “recidivism”;
- Forming partnerships;
- Promoting public education and awareness.

2.1 Contribution to a Decline in Overall Crime

Problem:

Crime reported to the police continues to be a concern for Canadians, despite declining crime rates in recent years.

Strategies/Expectations:

- ❑ Under the community policing approach, preventing and solving local crime and disorder problems, in partnership with the communities we serve.
- ❑ Increasing police involvement in non-traditional policing roles to help address the root causes, by emphasising crime prevention through social development.
- ❑ Reviewing and reinvigorating the various social development strategies, such as RCMP drug awareness program, to ensure their effectiveness and relevance to overall community wellness initiatives.

Partners:

Health Canada, Environment Canada, National Crime Prevention Centre, Community and neighbourhood organizations, religious organizations, local businesses, the voluntary sector, local governments, concerned citizens, social agencies.

Outputs:

Highlights of crimes reported in 1999 to the RCMP¹³ are:

- ❑ **Total actual offences**¹⁴ increased slightly (by .22 per cent) to 1,135,282.
- ❑ Total **Criminal Code** offences (excluding traffic offences) decreased by two per cent to 750,735, including:
 - ❑ **Other offences** (a diverse group of offences ranging from bawdy houses to arson and kidnapping),

which makes up 42 per cent of the total, remains the same as last year;

Violent crime (homicide, assault, sexual assault and abduction), which makes up another 12 per cent of the total offences, decreased slightly by 1 per cent to 92,454 offences;

Property crime (break and enter, thefts, frauds, etc.), which makes up about 46 per cent of the total, also decreased by 4 per cent to 331,511 offences;

❑ **Federal statute** enforcement, other than the *Criminal Code*, is reported under the Federal Policing section. A general category of federal offences (which excludes drugs), covering everything from the Immigration Act to the Prairie Grain Act (see Section VI for the major statutes we administer), increased by nine per cent in 1999 to reach 65,563 offences.

❑ Provincial Statute and Territorial Ordinance enforcement (excluding traffic offences), increased about two per cent, to 223,977 offences.

❑ Municipal by-law offences (excluding traffic) increased by two per cent over 1998, to 53,869.

Performance Indicators:

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

Results:

❑ Overall crime increased slightly in RCMP jurisdictions, possibly reflecting the continued implementation of community policing which tends to encourage victims to report crime to the police.

❑ An increase in requests for facilitation by police of options to the traditional justice system reflects an acceptance and desire by communities to take responsibility for community wellness.

Planned Improvements:

- ❑ Continuing to implement the community policing approach, including restorative justice, crime prevention and other strategies.
- ❑ Exploring the impact of demographic and socio-economic changes on crime.
- ❑ Continuing to improve the RCMP Operation Statistical Reporting (OSR) system to ensure accurate crime data.
- ❑ Reviewing crime prevention programs and enforcement initiatives to ensure they remain relevant and effective.

2.2 Contribution to a Decline in Property Crime

Problem:

Canadians continue to be victimized by property crimes.

Strategies/Expectations:

- ❑ Delivering public education and awareness programs.
- ❑ Implementing police/community joint crime prevention and problem-solving efforts to reduce property crime.
- ❑ Conducting restorative justice forums for young offenders and victims of crime.

Partners:

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

Outputs:

Between 1998 and 1999, RCMP jurisdictions found:

- ❑ Break and Enters dropped by seven per cent; the number of charges against youths showed a 12.9 per cent decline.
- ❑ Theft over \$5000 and under \$5000 decreased by 18 and 2 per cent respectively.
- ❑ Frauds declined by 9.9 per cent overall, while credit card frauds rose by 5.8 per cent.
- ❑ Auto theft and theft from autos both decreased slightly.

Performance Indicators:

- ❑ Trends in statistics on property crime.
- ❑ Trends in the demand for crime prevention/education programs.
- ❑ Trends in reporting of crime

Results:

- ❑ Property crime in areas policed by the RCMP has declined substantially over the past year. Reasons

may include:

- ▶ police-community partnerships to reduce opportunities for property crime (e.g., Neighbourhood Watch); and
 - ▶ social, economic and demographic conditions may be reducing the motivation for property crime.
- ❑ The reduction in the number of charges against youth may be the result of the implementation of alternative justice programs.

Planned Improvements:

- ❑ With declining property crime and rapidly expanding economic crime such as credit card fraud, and the vulnerability of e-commerce, shifting greater attention towards these new forms of property crime, especially where they are influenced or committed by organized crime groups.
- ❑ Increased emphasis on crime prevention and education programs for at-risk youth. (See 2.7)

2.3 Contribution to Increased Road Safety

Problem:

Traffic collisions, impaired and other high risk driving behaviours continue to be a concern for Canadians in their anticipation of free and safe movement on our roads. The majority of carnage is the direct result of impaired driving¹⁵, failure to use occupant restraints (seat belts/infant car seats) and other high-risk driving behaviour.

Strategies/Expectations:

Delivering traffic law enforcement and/or education programs to Canadians designed to increase the use of seat-belts/infant restraints and to reduce the incidence of impaired and other high risk driving.

Partners:

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

Outputs:

During 1999, in areas policed by the RCMP:

- ❑ 1,192 persons were killed in crashes (up by 3.5 per cent over 1998).
- ❑ While collisions declined by 0.5 per cent from the previous year, 41,221 people were injured as a result of collisions (up by 10.4 per cent over 1998).
- ❑ Over 400 teens aged 15 - 19 were killed in road crashes.
- ❑ Fatal collisions which occur in rural areas, remains at over 80 per cent.
- ❑ It is estimated that one in 33 vehicles on the road at night has an impaired driver - they account for 33 per cent of all drivers killed in collisions across Canada.

❑ Seat-belt use remains below the national objective of 95 per cent by 2001 (it remains at 89 per cent for a second year in a row).

❑ The 11 per cent of vehicle occupants not wearing seat-belts accounted for 40 per cent of all motor vehicle fatalities.

❑ The number of offences for impaired driving declined sharply by 16.6 per cent to 19,588, while persons charged with driving with a blood alcohol level in excess of 80 mg remained almost the same at 14,324.

Performance Indicators:

- ❑ Trends in motor vehicle collisions.
- ❑ Trends in use of occupant restraints.
- ❑ Trends in impaired driving.

Results:

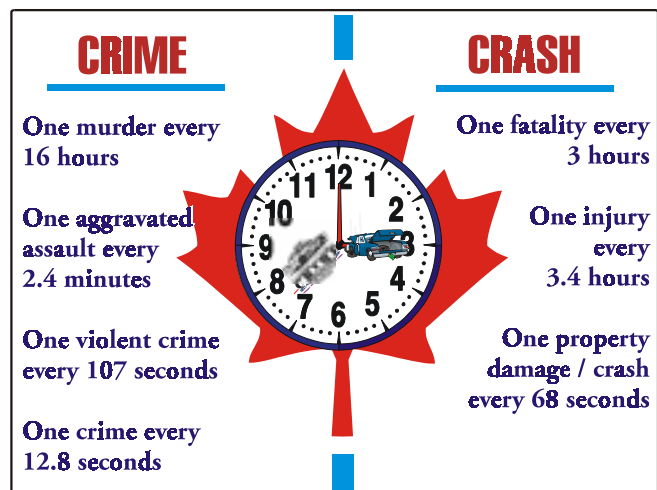
❑ The increase during 1999 in injuries from non-fatal collisions may be due to a number of factors, including: non use of occupant restraints; and the prevalence of impaired drivers.

❑ The RCMP Alberta Study developed in 1998, continued with traffic service workshop sessions being held in Alberta for 116 front-line traffic members. The focus being on better data collection and applying new problem solving approaches with partners. Factors contributing to improved road safety generally include:

- more effective public education programs;
- changing attitudes of drivers;
- increased use of seat-belts and child restraints;
- anti-drinking driving campaigns;
- improved vehicle design and built-in safety features such as air bags;
- improved highway design; and
- more effectively targeted safe driving and enforcement programs.

Planned Improvements:

- ❑ Addressing the persistence of drinking-driving cases and comparatively low seat-belt use.
- ❑ Continued implementation of the RCMP study, conducted in Alberta, across the country, including the development of:
 - new standards for data collection;
 - new traffic service job requirements, qualifications and performance measures;
 - new training curriculum;
 - participation in a crime prevention project with CACP on youth involvement in "joy-riding"



2.4 Reduction in the level of public complaints found justified

Problem:

To promote public trust and confidence in its services, the RCMP responds to all public complaints of actual or perceived misconduct by RCMP employees. This is done by attempting to satisfy the complainant and demonstrating accountability to the public, while simultaneously respecting the rights of our employees.

Strategies/Expectations:

- Responding to all complaints in a transparent and timely manner.
- Where appropriate, resolving complaints to everyone's satisfaction by informal meetings between the complainant, employee(s) complained against, and the employee's supervisor.
- Promoting improved communication between all parties.

Partners:

RCMP Division Staff Relations Representatives (DSSR), RCMP Public Complaints Commission (PCC). *The PCC is an independent body at arms length from the RCMP.*

Inputs:

- 40 senior police investigators in larger RCMP divisions and detachments.

Outputs:

- 2,215 complaints were made by the public under Part VII of the RCMP Act concerning the on-duty performance of any member or other person appointed or employed under the RCMP Act, whether or not the complainant was directly affected by the subject

matter of the complaint. This is an increase of one per cent over 1998, but a decrease of 16 per cent from 1997.

- Of the total number of public complaints, over 17 per cent were withdrawn, while over 34 per cent were dealt with informally and about 48 per cent were handled by a formal process, either internally or by the independent PCC.¹⁶

Performance Indicators:

- Trends in the ratio of complaints found justified to the number of RCMP employees.

Results:

- A lower level of complaints made indicates greater public satisfaction with the conduct of RCMP employees. Other factors contributing to the lower level include:

- community based policing;
- the promulgation of the Mission, Vision, Values statement;
- increased delegation of authority to deal with and resolve complaints directly in the field; and
- the constant encouragement to resolve complaints informally, where possible and appropriate.

- The number of public complaints is a mere fraction of the nearly two million charges made annually under various federal, provincial, territorial, and municipal laws, as well as another million traffic related incidents - all of which is but a small proportion of the millions of formal and informal contacts between RCMP members and the general public.

Planned Improvements:

- Further implementing an automated public complaints information system throughout the RCMP.
- Updating the existing system and reviewing the possibility of implementing a more user friendly, flexible and affordable Public Complaints Reporting System.

2.5 Increased Satisfaction Levels of Clients and Partners

Problem:

While coming into contact with the police may be a negative event for those in conflict with the law, the public, partners, volunteers, victims, witnesses, offenders and others, should be satisfied that the level and quality of services are appropriate and are consistent with the Charter of Rights and Freedoms and other standards for the human rights enjoyed by Canadians.

Strategies/Expectations:

- ❑ Active consultation with clients and partners to identify their needs.
- ❑ Assessment and improvement of services to ensure quality and relevance to our clients and partners.
- ❑ Fostering employee continuous learning.
- ❑ Ensuring an effective internal discipline system.
- ❑ Participating in public complaints processes.
- ❑ Surveying public satisfaction.

Partners:

Communities and community organizations, the contract partners, other federal departments and agencies.

Outputs:

- ❑ Alberta Justice, in collaboration with the RCMP in Alberta, commissioned a general survey of communities in 2000, the results of which were shared with the RCMP.
- ❑ RCMP in "J" Division (New Brunswick) continued their annual client survey of individuals who have had actual contact with the police in the previous 6 months.
- ❑ While positive comments continue to come in from the public, some divisions continue to struggle with the problem of consistently

tracking client satisfaction using an acceptable methodology.

- ❑ Conducted an extensive Aboriginal Policing Review amongst the Aboriginal communities within all RCMP contract jurisdictions to assess their expectations of and satisfaction with RCMP Aboriginal programs and services in general. The final report to be available in the fall of 2000.

Performance Indicators:

- ❑ Satisfaction expressed by clients, partners, victims, communities and contract jurisdictions.
- ❑ Reports and commentary by the many diverse segments of society including, but not limited to, the media, coroner's inquests and Parliamentary committees.

Results:

- ❑ Individual and institutional clients and partners, at the local community level, continue to express support for the RCMP and its community programs.
- ❑ Over 75 per cent of Albertans felt the RCMP does an excellent or good job in preventing crime and in helping victims of crime, while over 80 per cent report the RCMP is doing an excellent or good job at local problem solving.
- ❑ Overall satisfaction with the way the RCMP in New Brunswick handled incidents continues to show an increasing trend, while there was a similar increase in the number of victims indicating they were either fairly or very satisfied with their treatment by the RCMP.
- ❑ Officer politeness and sensitivity to the needs of the individual were again highly correlated with client satisfaction in the New Brunswick survey.

Planned Improvements:

- ❑ Continuing to search for innovative and affordable ways to obtain systematic feedback on the quality of RCMP services, in order to improve the delivery of our services & ensure they remain relevant to the needs of our clients, partners and stakeholders.
- ❑ Designing a national strategy to encourage all RCMP divisions to develop and implement a systematic methodology to measure client satisfaction in the communities where the RCMP provides policing services under contract.
- ❑ Designing an appropriate methodology and conducting a subsequent survey of our Contract partners independent of the upcoming five year review of the Provincial Policing Services Agreement, to ensure our services and delivery methods remain relevant to the needs of our clients.
- ❑ Responding to the report on Aboriginal Policing which will benefit those communities and all Canadians.

2.6 Contribution to a Decline in Violent Crime

Problem:

Canadians are increasingly fearful of being victims of violent crime, despite recent declines in the rates of officially reported statistics.

Strategies/Expectations:

- ❑ Providing a range of appropriate interventions, from law enforcement to restorative justice, in response to a zero-tolerance policy for violent crime.
- ❑ Delivering public education and prevention programs.
- ❑ In partnership with social service agencies, delivering programs aimed at addressing family violence, including child sexual assault.
- ❑ Focussing on the reduction of school violence.
- ❑ Sharing offender information (i.e., ViCLAS - see below).

Partners:

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

Outputs:

During 1999, in those areas across Canada served by the RCMP:

- ❑ Violent crime charges dropped fractionally (to 92,454) for a second year in a row, reflecting the national trend which dropped by two per cent.
- ❑ Total persons charged with homicide or attempted homicide decreased (8.3 per cent) to 252 which is higher than the national average of five per cent.
- ❑ The total number of assaults, dropped slightly (one per cent) to 87,332, although 75 per cent of this number involves Assault Level I ("non-serious assault").

- ❑ Weapons offences increased by three per cent (to 8,311).

Performance Indicators:

- ❑ Trends in police-reported crime statistics.
- ❑ Trends in results from surveys of crime victims.
- ❑ Effectiveness of prevention programs delivered in partnership.

Results:

- ❑ While violent crime continued a steady decline, it still remains at an unacceptably high level and at 12 per cent of all *Criminal Code* offences in 1999.
- ❑ Law enforcement responses to violent crime in progress and services to victims of violence continue to remain our focus in our goal of safe homes and safe communities.
- ❑ Assisting in the establishment of victim and/or community services offices, enforcing provincial guidelines for zero tolerance in spousal abuse cases, forming partnerships and incorporating protocols with other social agencies dealing with sensitive investigations (e.g., child sexual abuse), and using creative problem solving practices within high-risk communities. Many of these activities were targeted at breaking the cycle of family violence.
- ❑ Continued increases in the use of and adoption by police agencies of the Violent Crime Linkage Analysis System (ViCLAS) as indicated by increases in the number of "links" and series of cases, with an additional 10,000 new cases entered during 1999 for a total of 73,000.

Planned Improvements:

- ❑ Continuing to respond to the

concerns of Canadians about violence in our homes, streets and communities as well as in our schools.

- ❑ Continuing to work in partnership with other agencies, groups, and communities in crime prevention measures.

2.7 Contribution to a Decline in Youth Crime

Problem:

Despite declining crime rates, there is a great deal of concern about criminal activity by youth and calls to “get tough” with young offenders.

Strategies/Expectations:

Problem-solving with our partners uses a variety of alternatives to traditional criminal justice measures and strategies:

- ❑ Diverting (not charging) first time young offenders from the formal justice system.
- ❑ Preventing youth from engaging in criminal activities.
- ❑ Using restorative justice for both victims and offenders.
- ❑ Making early interventions in the lives of at-risk youth.
- ❑ Delivering education programs.
- ❑ Consulting with youth.
- ❑ Raising awareness of the facts around youth crime.
- ❑ Further integration with community social services agencies having mandates for children, youth, and families

Partners:

Federal and provincial/territorial departments and agencies, other police agencies, non-governmental organizations and community volunteers.

Outputs:

During 1999, in areas policed by the RCMP:¹⁷

- ❑ The number of Criminal Code charges (excluding traffic) against young offenders continues to decline (by 1.6 per cent), to 25,920.
- ❑ The number of youths not charged also dropped by 1.3 per cent (to 22,123).
- ❑ The total number of charges for

all types of assaults remained fairly stable (at 4,338).

- ❑ The number of youths not charged for assault (3,153) increased slightly.
- ❑ Community justice forums were held as one alternative to the traditional justice system. A recent evaluation reveals high satisfaction rates with this process, especially by victims.

Performance Indicators:

- ❑ Trends in police statistics for crime rates.
- ❑ Trends in enforcement of Criminal Code offences.
- ❑ Trends in youth participation in social programs, RCMP youth activities and volunteering.
- ❑ Recidivism related to diversion.

Results:

- ❑ The combined strategies of zero-tolerance for youth crime and then taking alternative approach as appears to be having a positive outcome, such as lowering crime rates slightly over time.
- ❑ Youth are socially engaged in their community.
- ❑ Ongoing dialogue between youth and police.
- ❑ The growth and success of *DEAL* (Drug Education and Awareness for Life), a youth-driven website, developed under the RCMP Federal Drug Awareness Program.

Planned Improvements:

- ❑ Examining the reasons why official crime rates are dropping and this is due in part to youths not being charged by police (e.g., due to diversion or because of insufficient evidence).
- ❑ Implementing restorative justice

initiatives, such as Community Justice Forums (CJF) to reduce recidivism, especially when targeting the 55 per cent of young offenders responsible for non-serious assaults.

❑ Developing education resources and programs to enhance safety measures within communities, with a focus on schools, including materials on police liaison in schools, a crime prevention curriculum and further investment in the BC Youth-Police Network.¹⁸

❑ Develop methods for tracking the recidivism of youth diverted from the formal justice system.

www.deal.org

“Drug Education and Awareness for Life” (DEAL) is the RCMP’s national drug awareness web site aimed at youth.

A “for youth by youth” initiative, DEAL aims to engage young people in problem-solving issues and in promoting healthy lifestyle choices.

By providing problem-solving tools, information, and promoting youth led and youth oriented initiatives, DEAL seeks to recognise and reward the great things young people can do, and encourages them to think of creative solutions and open their eyes to the power that they have to make a difference.

2.8 Contribution to People's Increased Sense of Safety

Problem:

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

Strategies/Expectations:

- ❑ Informing people about the actual statistical risk of being victimized so they can better judge their safety under different conditions.
- ❑ Delivering public education, awareness and advice on prevention and how to take reasonable precautions for self protection.
- ❑ Providing better responses by police, especially for re-victimization (i.e., if police treat victims more sensitively then this reduces their fear of subsequent victimization).

Partners:

HRDC, contract partners, community crime prevention and safety organizations, National Crime Prevention Centre, and other federal departments, as well as many non-government organizations.

Outputs:

- ❑ To deal with public fear, often heightened by media sensationalism, we continued to implement community policing as a means of ensuring more accurate public knowledge about the actual or statistical risk of being victimized, under various circumstances.
- ❑ With the support of the Mounted Police Foundation, we distributed nation-wide an instruction kit to children and their parents to raise awareness about the dangers of stalkers on the Internet.
- ❑ In partnership with the Mounted Police Foundation, we continued to

educate the public on Rural Crime Watch and how to prevent, report and protect themselves against crime.

- ❑ We continued to develop links with partners, like Health Canada and Justice Canada, to inform and educate Canadians about programs such as the Family Violence initiative and Health and Enforcement in Partnership.

Performance Indicators:

Being fearful about their own risk of being victimized is quite different from having concerns about crime as a social problem. The indicator of the former is:

- ❑ Trends identified in surveys of Canadians, about their personal safety concerns and level of comfort around their neighbourhood at night;
- ❑ Trends signifying a variation in crime statistics that suggest Canadians are either taking more precautionary steps to protect themselves or are being victimized more often;
- ❑ Trends in the number of calls for police service, especially in a specific area or during a particular time period.

Results:

- ❑ Opinion polls place the public's concern with crime as a social problem among the top ten issues to be dealt with by governments, but lower than other problems.
- ❑ A national survey of victims, conducted through the *General Social Survey* in 1999, indicates Canadians feel safer walking alone in their neighbourhood after dark than when previously surveyed in 1993 (43 per cent felt very safe in 1999 compared to 39 per cent in 1993)

Planned Improvements:

- ❑ Continuing to explore and develop innovative ways to support local surveys on victimization and the fear of being victimized, in order to provide realistic performance measurements of the success of informational and educational initiatives.
- ❑ Continuing to explore and develop new partnerships, in the delivery of public education, and awareness on crime prevention.
- ❑ Assessing our educational and crime prevention programs to ensure they serve Canadians effectively.

2.9 Policing Approaches That Are Responsive to the Needs and Culture of Aboriginal Communities

Problem:

Traditional criminal justice and policing responses are recognized as not meeting all the needs of aboriginal peoples. These responses should be more culturally appropriate, be based on stronger partnerships with aboriginal communities, and address underlying social conditions.

Strategies/Expectations:

- ❑ Adopting restorative justice approaches.
- ❑ Implementing Community Justice Forums (CJFs).
- ❑ Fostering cultural awareness and spirituality.
- ❑ Using healing and sentencing circles.
- ❑ Recruiting more aboriginal persons into the RCMP.
- ❑ Creating and strengthening partnerships with aboriginal leaders and communities
- ❑ Supporting aboriginal policing.

Partners:

Aboriginal communities and leaders, Justice Canada, DIAND, CIC, HRDC, contract partners.

Outputs:

- ❑ We trained additional facilitators to create and manage CJFs in aboriginal communities, for a total of over 2000.
- ❑ Thirty-one participants in our Aboriginal Youth Training Program (AYTP) applied to join the RCMP; seven have completed training and work in aboriginal communities.
- ❑ An extensive Aboriginal Policing Review was conducted within all RCMP contract jurisdictions to assess expectations of and satisfac-

tion with various RCMP Aboriginal programs and RCMP services in general. (The final report is expected this fall).¹⁹

- ❑ Over 1,400 police and community members have received training through our award-winning RCMP Suicide Intervention Program in over 58 community workshops held in 1999/00.

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.

Results:

- ❑ Recruitment of aboriginal cadets into the RCMP helped to improve policing services to aboriginal communities.
- ❑ Fewer aboriginal Canadians were processed through the formal court system.
- ❑ Over 50 per cent of participants in the AYTP have entered the Aboriginal Cadet Development Program.
- ❑ The interest expressed by aboriginal youth in the AYTP has remained consistently high since its

inception and far exceeds the availability of positions to accommodate applications to the program.

- ❑ The Commissioner's National Aboriginal Advisory Committee has become more strategic in providing advice to the Commissioner to enhance the quality of service for aboriginal communities. It is anticipated there will be over 400 aboriginal peace officers participating at the conference in October this year.

Planned Improvements:

- ❑ Ensure our aboriginal youth programs compliment our National Youth Strategy
- ❑ Exploring the possibility of decentralizing the Aboriginal Cadet Development Program in partnership with our contract partners and other federal departments, to improve its long term sustainability.
- ❑ Assessing the various RCMP educational, community-wellness and crime prevention programs to ensure their relevancy and effectiveness to the aboriginal communities to whom we provide policing service.
- ❑ Providing additional, systematic evidence of the positive impact of restorative justice activities.

*Further information on the RCMP's
Aboriginal Youth Training Program
and
Aboriginal Cadet Development Program,
may be found at:
www.rcmp-grc.gc.ca/html/aborig.htm*

3. National Police Services

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

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

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

- ▶ criminal records;
- ▶ fingerprints;
- ▶ forensic imaging;
- ▶ gun registration; and
- ▶ missing children.

The facilities and systems of Criminal Intelligence Service Canada enhance the sharing of

criminal intelligence and the promotion of inter-agency cooperation.

The Canadian Police College provides specialized education and training to Canadian and foreign law enforcement agencies.

The Forensic Laboratory Services:

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

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

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

RCMP Objective:

Safe Homes, Safe Communities



Strategic Priority:

To provide Canadians with law enforcement investigative tools and information.

Business Line Resource Inputs, 1999/00

Financial Resources (Total Gross Expenditures):	
Planned Spending (Estimates Part II)	\$196,100,000
<i>Total authorities</i>	\$216,600,000
Actual Spending	\$205,800,000
Human Resources	
Actual FTEs utilized - (8.0 % of total FTEs)	1,590

Note: The increase from planned spending to authorized spending is comprised primarily in the funding for CPIC 2001 and the DNA bank. This business line underspent its authority as a result of delays in projects within the Informatics Directorate.

3.1 Enhanced Client Access to Advanced Forensic Analysis

Problem:

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

Strategies/Expectations:

- ❑ Increasing resource levels and improving efficiency of forensic biology (DNA) casework so as to reduce the national caseload backlog thereby improving average response times.
- ❑ Preparing the National DNA Data Bank for commencement of operations in 2000/2001.
- ❑ Working towards ISO accreditation of all six operational laboratories.

Partners:

Canadian police investigators, crown prosecutors, federal and provincial departments and agencies

Inputs:

- ❑ \$32.9 million
- ❑ 316 scientists, technologists, and administrative personnel operating in six facilities across Canada.

Outputs:²⁰

- ❑ 11,347 cases (13,253 requests for examination), of which 22 per cent involved violent crime and 9.6 per cent counterfeit currency, payment cards and travel documents, potentially associated with organized crime. 3695 subpoenas were received which resulted in excess of 1000 court attendances.
- ❑ 2,313 biology (DNA) cases were analyzed.
- ❑ The biology (DNA) national case-work backlog fell to 361 cases, 26 of which were unopened (compared to a high of 917 cases of which 440 were unopened). 60 percent of Priority I and 36 percent of all other cases were completed in 30 days, while 90 percent of all cases were closed within an average of 56 days.
- ❑ Approximately 60 per cent of the National DNA Data Bank preparation project was completed.

- ❑ The first laboratory underwent an ISO accreditation audit and received full accreditation from Standards Council of Canada in July 2000.

Performance Indicators:

- ❑ The average response time for provision of results and conclusions of forensic examinations.
- ❑ Readiness of the National DNA Data Bank for commencement of operations.
- ❑ Client satisfaction with the contribution of forensic examinations to the resolution of criminal investigations.

Results:

- ❑ Laboratory information determined the criminal offence in 43 per cent of cases submitted for forensic analysis and changed the nature, scope or direction of the investigation in 29 per cent of cases, thereby contributing to more speedy justice.
- ❑ A link was established between the victim, the suspect and a crime scene in 28 per cent of cases, an outcome which contributed to shorter investigations and lower investigative costs.
- ❑ A suspect was identified in 16 per cent of submitted cases which resulted in shorter investigations and lower investigative costs.
- ❑ A suspect was eliminated in 12 per cent of cases thereby potentially avoiding convictions in error of innocent persons as well as contributing to a stronger sense of justice for Canadians.
- ❑ Laboratory information permitted the laying of criminal charges in 34 percent of cases, facilitating the service of justice.
- ❑ Investigation time was reduced in 20 per cent of cases by an estimated average of 13.2 days per investigation which contributed to more speedy justice as well as causing a significant decrease in the costs of the investigations.
- ❑ Investigators indicated a positive response to a timely service in 89 per cent of requests.

Planned Improvements:

- ❑ To open all cases requiring search within one week of receipt. Continual triage of cases by priority and assignment of cases.
- ❑ To provide an average 30 day turnaround for all Priority I DNA cases.²¹
- ❑ To establish a National Forensic Advisory Committee.
- ❑ Client satisfaction information provided when evidence is returned to clients following analysis will continue to be compiled through the Quality of Service Questionnaire.

First Conviction for "Date Rape" Drug

Canada recorded its first conviction involving the administering of Rohypnol, commonly referred to as the "date rape drug".

A 33 year old woman reported to police that she suspected her husband of administering a drug to her in a drink and then possibly sexually assaulting her. The results of the toxicological analysis, allowed for the criminal conviction of the accused who was sentenced to 4 ½ years in prison.

3.2 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/Expectations:

- ❑ Ensuring the reliability, validity and quality of information provided
- ❑ Ensuring the rapid turnaround time for information requests
- ❑ Enhancing the capacity of services to handle the growing demand for information services

Partners:

- ❑ Approximately 500 Canadian law enforcement agencies plus federal and provincial departments and agencies served through the 2,850 "NPS Net" links.

Inputs:

- ❑ \$21.6 million,
- ❑ 399 FTEs utilized.

Outputs:

- ❑ The management of approximately 2.8 million criminal record files in the Central Repository continues.
- ❑ Over 17.3 million queries by police were made to access the criminal records database.
- ❑ Over 470,000 criminal record files were updated.
- ❑ Over 100,000 requests for non-criminal fingerprint screening were conducted.
- ❑ Over 30,000 requests for criminal records for the purpose of obtaining a pardon were processed.
- ❑ The Missing Children's Registry opened almost 800 files on missing children and almost 700 of these children were recovered.
- ❑ Approximately 292,900 searches

were made of fingerprints by the Central Fingerprint Repository in response to both criminal and civil inquiries.

- ❑ Approximately 28,000 crime scene fingerprints were checked against the Central Repository, through the central site and 14 Automated Fingerprint Identification System (AFIS) sites across Canada. This identified approximately 6,550 criminals.

Performance Indicators:

- ❑ Level of satisfaction by users of the databases and services that link the client and the databases.
- ❑ Data quality (accuracy, completeness and timeliness).

Results:

- ❑ More timely police and law enforcement investigations, thereby contributing to more efficient and effective policing services for Canadians.
- ❑ Quicker identification of suspects.

Planned Improvements:

- ❑ Improve CPIC through furtherance of the CPIC Renewal Project via stabilizing, re-platforming and enhancing this most valued police support system.
- ❑ Seeking approval and funding to move to Real Time Identification (RTID) allowing suspects to be identified while in custody, and updating of the associated criminal record with data entered once at the source. RTID will provide a seamless, paperless electronic submission of criminal record data to the RCMP Central Repository.
- ❑ Continued education of external clients in their adoption and use of the National Institute Standards of Technology (NIST) standards for the electronic exchange of fingerprint and other data among the larger Canadian police agencies, international police agencies, and the RTID.

Suspect Arrested for Brutal Murders in Denmark

In May 2000, cooperation between the RCMP, International Exchange Services, Immigration Task Force, New York State Police, FBI, Interpol Ottawa and Interpol Copenhagen, led to the arrest of an individual suspected of murdering his wife and her four year old daughter in Denmark some months earlier. The accused had entered Canada in October 1999 and was fingerprinted and detained for immigration purposes, but he was later released and left the country.

Suspicious of the individual's identity and his purpose for entering Canada, the RCMP conducted fingerprint exchanges internationally with numerous countries world-wide. These efforts ultimately provided the link between the two murders in Denmark and the identity of the suspect.

He was arrested in New York State by the FBI after he submitted his fingerprints while applying for a state licence. He was subsequently extradited to Denmark to stand trial.

Since his arrest, he has been further identified as a suspect in the murder of two previous wives in New Delhi and Austria.

3.3 Effective and Timely Sharing of Criminal Intelligence

Problem:

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 the major crime threats to Canadian society, especially organized crime.

Strategies/Expectations:

- ❑ Providing avenues for the sharing of intelligence among all Canadian enforcement agencies and promoting inter-agency cooperation.
- ❑ Gathering and sharing timely, accurate intelligence on organized crime with partners, to enable informed decisions regarding organized crime investigations.
- ❑ Promoting the Automated Criminal Intelligence Information System (ACIIS) as a national database for criminal intelligence on organized crime groups.

Partners:

- ❑ Through nine provincial bureaux, Criminal Intelligence Service Canada (CISC) partners with over 370 agencies across Canada
- ❑ CISC cultivates partnerships beyond traditional law enforcement, with government departments such as CCRA, CSC and DND Military Police among others, and encourages networking with non-traditional information and intelligence sources.

Inputs:

- ❑ \$1.1 million
- ❑ 15 FTEs, plus nine secondments

Outputs:

- ❑ Through national strategies to combat outlaw motorcycle gangs, the sexual exploitation of children, and national priority projects on Asian, Aboriginal, Eastern European-based and traditional organized crime, shared criminal intelligence with partners Canada wide.
- ❑ Continued to monitor and address

other organized crime issues such as the illegal movement of firearms, illegal gaming and organized crime in marine ports.

- ❑ Promoted the Automated Criminal Intelligence Information System (ACIIS) to ensure maximum input to the database and to provide access to partners.
- ❑ Delivered training workshops and criminal intelligence courses, including an annual national organized crime workshop for enforcement analysts and investigators.
- ❑ Approval, guidance and the support of the enforcement community for CISC's progress on mandated responsibilities is provided directly from the partners and through the CISC Executive Committee.
- ❑ Acclaim for the National Strategy to Combat Outlaw Motorcycle Gangs - awarded the International Outlaw Motorcycle Gang Investigators Association (IOMGIA) Training/Education Award in the Fall of 1999.
- ❑ Progress of the National Strategy Against the Sexual Exploitation of Children, where CISC is the lead agency, evident in increased involvement in international operations.
- ❑ Guidelines for a coordinated enforcement strategy disseminated to

partners to direct the efforts of the strategy.

Performance Indicators:

- ❑ Satisfaction level expressed by partners with regard to the quality of criminal intelligence they shared.
- ❑ Satisfaction level of the delegates with workshops and criminal intelligence training.
- ❑ Level and quality of information on criminal activity through information sharing.

Results:

- ❑ Greater operational effectiveness through the provision of criminal intelligence and training.
- ❑ Increased capacity to combat complex criminal activity particularly organized crime.

Planned Improvements:

- ❑ Reviewing the efforts of all of CISC's partners in light of the RCMP's overall strategy for dealing with organized crime.
- ❑ Redeploying existing resources and allocating integrity resources to provide information and intelligence efficiently and effectively on the national priorities and other issues regarding organized crime.

“Organized crime is big business and bad business - It's a national problem that threatens public safety”

The fight against organized crime is a priority of the Solicitor General and the RCMP in achieving *Safe Homes, Safe Communities*. Further information on this topic may be found at the following web sites:

***CISC 2000 Annual Report
Organized Crime in Canada***

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

RCMP Organized Crime Initiative

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

3.4 Advanced Training, Research and Information Services

Problem:

To help the Canadian police community protect Canadians from crime, and disorder, through effective and efficient policing, they need: state of the art research and tools; and specialized operational, administrative, and management training, delivered at a national level.

Strategies/Expectations:

- ❑ Acquiring and applying new knowledge and expertise to prepare police officers to deal with new crime challenges.
- ❑ Developing new approaches to meet the needs of police executives facing rapid social, technological and organizational change.
- ❑ Leading the partnership with other police training academies, universities, colleges and other sources of police learning.
- ❑ Developing training standards for Canadian police, including First Nations police.
- ❑ Developing and applying new delivery systems for education and training.
- ❑ Developing technical tools and expertise to prevent and investigate crime.

Partners:

Canadian Police Research Centre, police training academies, police services, all components of NPS, community colleges, universities, chiefs of police associations.

Inputs:

Canadian Police College (CPC)

- ❑ \$ 7.1 million
- ❑ 91 FTE's and one paid secondment.

Technical Operations:

- ❑ \$ 30.4 million
- ❑ 217 FTE's

Outputs:

CPC:

- ❑ 37 courses and 107 sessions offered, as well as conferences, work-

shops and distance learning.

- ❑ 2502 students (4.5 per cent of Canada's police population) received 27,409 days of training.
- ❑ Cost recovery revenues generated \$ 3.1 million.
- ❑ Launched *BiblioCat*; an online library catalogue accessible to all RCMP members, with 6,051 hits recorded in the first quarter.
- ❑ Instituted a seminar series in which recognized experts examine the challenges and trends in policing.

Technical Operations (TO):

- ❑ Establishment of the Geographic /Criminal Profiling Program..
- ❑ Provision of Air Services to RCMP and partners.
- ❑ Security consultations to federal departments.
- ❑ Development and evaluation of security systems and products.
- ❑ Design, specify and inspect special purpose vehicles for RCMP and government use.
- ❑ Canadian Bomb Data Centre reports.

Performance indicators:

- ❑ Trends in client demand and satisfaction.
- ❑ Client satisfaction surveys.
- ❑ Cost effectiveness of providing air services.
- ❑ Trends in demand for assistance to investigators and partners.

Results:

- ❑ Improved the ability to obtain information and knowledge through distance learning and library access.
- ❑ Broader outcomes include an increase in the overall level of knowledge and effectiveness of Canadian law enforcement.
- ❑ Made police learning more accessible through increased computer based training.
- ❑ High quality technical support for police operations, (including major events such as Swiss Air, and Franco-phonie Summit), thereby enhanc-

ing Canada's world-wide reputation.

Planned Improvements.²²

- ❑ A new business model for CPC will be in place by April 1st 2001.
- ❑ Long term strategic planning for Technical Operations, especially in the fight against organized and economic crime.

Serial Bomber Arrested

Geographic and criminal profiling were instrumental in the arrest of a serial bomber who sent letter bombs to three targets in western Canada, one of which exploded and injured a bystander.

Geographic profiling narrowed the investigation within three blocks of the suspect's residence. Criminal profiling provided offender characteristics that were 90 % accurate.

As a result of this profiling, investigators were able to make an arrest much earlier than otherwise expected.

4. Peacekeeping Services

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

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping under the Canadian Police Arrangement: (DFAIT, CIDA, SCG), pursuant to the Government's foreign policy on peacekeeping which usually falls 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 inter-departmental agreements.

The RCMP delivers Canadian civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the

needs of peacekeeping and other peace support operations.

External factors over which the RCMP has no control play an important role in the outcome of peacekeeping missions. They include the nature and scope of the internal conflict in the foreign country, the professionalism, leadership, standards and training and the willingness of that country's citizens to be policed by their own police force.

Consequently, clear results – such as lasting peace, may not be achievable as an outcome of a peacekeeping mission although 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, which reaps the reward of law enforcement personnel with improved skills in delivering policing services in culturally diverse communities.

RCMP Objective:

Safe Homes, Safe Communities



Strategic Priority:

To provide Canadians with civilian police for peace keeping missions.



Business Line Resource Inputs, 1999/00

	Funding by RCMP	Funding by CIDA
Peacekeeping Operations		
Financial Resources (Total Gross Expenditures):		
Planned Spending (Estimates Part II)	\$700,000	
Total authorities	\$700,000	
Actual Spending	\$ 0	\$18,200,000
Human resources		
In peacekeeping missions abroad		125 FTEs
Based in Ottawa to manage / support the program		23 FTEs
International Training		
Human resources (actual FTEs utilized)	5 FTEs	

Note: Funding is provided by CIDA for Peacekeeping Operations abroad, as well as the maintenance of a core group to manage the program and support the deployed personnel. See the 1999/00 CIDA Performance Report to Parliament. International Training undertaken by the RCMP is a separate and distinct program from the overseas Peacekeeping operations although they are concurrently managed. A portion (\$210,000) of the cost of that program is shown within the Peacekeeping Business Line in Public Accounts. As indicated, the balance of the cost of International Training is within Internal Services.

4.1 Timely and Cost-Effective Provision of Law Enforcement Personnel for Peacekeeping Mission

Problem:

The selection, training and delivery in a cost-effective fashion of Canadian law enforcement personnel with the necessary knowledge, abilities and language profiles are crucial activities the RCMP performs on behalf of Canada to allow it to intervene efficiently in internal conflicts overseas through its civilian police component.

Strategies/Expectations:

- Anticipating possible peacekeeping missions through environmental scanning.
- Developing and implementing a national marketing and communications strategy to ensure a readily available pool of suitable personnel.
- Providing appropriate training prior to deployment.
- Providing timely and effective support to Canadian civilian police personnel deployed in peacekeeping missions.

Partners:

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

Inputs:

- \$18.2 million, through funding agreements with CIDA.
- 125 FTEs funded by CIDA for deployment abroad
- 23 FTEs funded by CIDA, based in Ottawa to manage the program and support deployed personnel.

Output:

- Canadian civilian police personnel successfully deployed on time and within budget for 12 peacekeeping missions.

Performance indicators:

- Appropriate number of 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, as expressed by the international authority responsible for each mission and by key Canadian partners in peacekeeping.

Results:

- Canadian law enforcement personnel have improved their skills in the delivery of domestic police services to Canadians in culturally diverse communities.
- Successfully fulfilled Canada's international commitments for peacekeeping missions, thereby enhancing Canada's international reputation.

Planned improvements:

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

Canadian CIVPOL go beyond the call of duty

Canadian civilian police provided humanitarian assistance to the Haitian population through activities such as clothing and book supply programs.

In Bosnia, they established community police programs and initiated a school patrol program. They developed and taught a course on investigating prostitution and human trafficking which addresses a major organized crime problem in that country.

When violence erupted in East Timor following the release of the plebiscite results, Canadian CIVPOL, often at personal risk, organized and assisted with the continuing security and well-being of refugees escaping the violence. They formed part of the final convoy which escorted the last of the refugees to safety in Australia.

For a complete list of current missions, including the **Peacekeeping Annual Review**, please visit:
www.rcmp-grc.gc.ca/peacekeeping-e.pdf

4.2 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.
- ❑ Tasking a communications specialist with the coordination of the marketing and communications strategy to enhance domestic and international awareness of the role of Canadian law enforcement personnel in peacekeeping missions.

Partners:

- ❑ SGC, DFAIT, CIDA, DND, the United Nations, 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.

Output:

- ❑ Timely delivery 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.
- ❑ Media reports of Canadian civilian police participation in peacekeeping and other peace support operations.

Results:

- ❑ The successful participation of Canadian civilian police personnel in peacekeeping missions has contributed to enhance human security in countries experiencing internal conflict.
- ❑ By restoring peace and stability and building democratic institutions in war-torn countries, Canadian civilian police personnel taking part in peacekeeping missions contribute to the reduction of crime impact on Canada by disrupting organized crime groups attempting to gain a foothold in fractured countries.
- ❑ Canada's international reputation

has been enhanced by the successful involvement of Canadian civilian police personnel in peacekeeping missions.²³

❑ Canadian civilian police participation in peacekeeping missions ameliorates their knowledge and appreciation of the diverse cultures now living in Canada, thus improving the level of delivery of domestic services.

Planned improvements:

- ❑ Ensuring the emerging leadership cadre is strengthened through continuous learning and development opportunities.
- ❑ Improving the capacity of law enforcement personnel to deliver services internationally through the provision of specialized training.
- ❑ Identifying, through consultation with our partners, strategies which would facilitate the more rapid and effective deployment of Canadian civilian police to future missions without compromising the delivery of police services domestically.

Canadian CIVPOL in the foreground

In 1999-2000, Canadian Civilian Police Officers have held such prominent positions as:

*Assistant Deputy Commissioner for Operations
Assistant Regional Commanders
Chiefs of Community Crime
Chief of Identification Services
Chief of Operations
Chief of Traffic Services
Deputy Commissioners
Deputy Regional Commanders
Executive Assistant to the CIVPOL Commissioner
Regional Chiefs of Operations
Regional Commanders*

Section III: Consolidated Reporting

Modern Comptrollership

In 1999-2000, the RCMP joined the group of Modernization pilot departments, and established a dedicated office to guide these efforts internally and to liaise with external partners. Participating in the initiative with other pilot departments and agencies, the RCMP will focus in particular on the Modernization elements of Leadership, Accountability and Stewardship, in support of a management framework to deliver better decision-making in police services and programs.

The RCMP have received approval from the Modernization Task Force (MTF) for two special projects:

- ▶ a Comptrollership Capacity Check to establish a baseline of the current RCMP management capacities and capabilities, and to determine priority areas for improvements; and,
- ▶ development and testing of a framework for implementing accrual accounting in existing federal-provincial/First Nations/municipal policing agreements.

As a member of the MTF, the Commissioner has made management improvements a key priority for 1999/00 and coming years as set out in the 2000 Directional Statement.²⁴

Integrated performance results will allow Members of Parliament, the RCMP and Canadians to understand the results achieved in relation to the resources used, and the choices available in making future policy decisions. The RCMP will continue to play a key pilot role in building on the positive values of its performance reports to Parliament, as part of the Treasury Board Secretariat-led Improved Reporting to Parliament Project.

Procurement and Contracting

The RCMP is proud to have exceeded its **Aboriginal Procurement** commitments and targets for the third straight year, having issued over \$1.5M in contracts with Aboriginal suppliers in 1999/00.

The RCMP has embarked in **Cooperative Purchasing** as a member of the Ontario Police Purchasing Cooperative, and developed a White Paper aimed at extending cooperative purchasing to police agencies across Canada, and provided support within the cooperative process to small Aboriginal police agencies to assist in reducing their costs.

The RCMP chairs a Materiel and Supply Man-

agement Steering Committee of 20 federal departments, working with the Treasury Board Secretariat and the Procurement Reform Initiative to establish a much-needed **government-wide professional certification program** for the materiel and supply management community.

In the area of the **environment and sustainable development**, the Program developed a strategy aimed at ensuring RCMP compliance with government environmental policies in relation to motor vehicles, as well as compliance with best practices and personal use requirements.

Underground Storage Tanks

The RCMP has chosen to provide an annual report to Environment Canada on their storage tanks. An "Interim Annual Tank Report for 1999" was sub-

mitted May 5th, 2000 to Environmental Protection Service Compliance Division.

Materiel Management

The RCMP Materiel & Services Management Program undertook a variety of strategic initiatives during fiscal year 1999/00, which were aimed at improving the cost-effective delivery of service and support to operational policing programs. The initiatives include:

- the **Turn-Key Police Vehicle Standardization Project**: the RCMP in partnership with vehicle manufacturers developed a standardized police vehicle package aimed at reducing vehicle up-fitting costs by as much as \$1M;
- the **Photocopier, Facsimile, Printing and Imaging Strategy**: designed to reduce printing and imaging costs across the organization, as well as introduce improved technology, customer service and contract management practices;
- As leaders in the implementation of **Alternative**

Service Delivery (ASD), the RCMP completed a full process mapping exercise for all materiel activities across the RCMP, including ASD business cases for Food Services, Post-Garage Vehicle Maintenance and Up-fitting, Uniform and Equipment distribution, and non-learning support services at the Canadian Police College.

The RCMP was awarded the Treasury Board Award of Excellence for establishing the **Surplus Vehicle Re-Marketing Initiative**, a new private sector vehicle disposal program which is returning average net proceeds of 50-60 per cent more per vehicle than previously.

Program personnel participated throughout the year on a number of initiatives working to develop new policies, systems and methods in support of full **FIS implementation** by April 1, 2001.

Sustainable Development Strategy

Current Status: The RCMP commenced preparation of its second Sustainable Development Strategy for presentation in the House of Commons in December, 2000. To assist in the development of a new strategy, an assessment was conducted on our first SDS. With recommendations provided by the Commissioner of the Environment and Sustainable Development, and keeping in mind lessons learned from the original SDS, development of our new strategy focuses on conserving natural resources, and addresses the requirements for expanded consultations and the social impact of sustainable development.

Environmental Action Plans (EAPs): Based on findings from the assessment of the first SDS, draft EAPs have been developed for presentation at the National SDS workshop in June 2000. The focus of some of the objectives in the EAPs has shifted to address the RCMP's major buildings in order to maximize resources and take full advantage of opportunities for achieving sustainability.

Performance Indicators & Measurement: The RCMP continued to be a contributing member of the Performance Measurement for Sustainable Government Operations (PMSGO) working group. Over the past year, a series of performance measures based on those proposed by PMSGO have been selected by the National Advisory Committee on the Environment

(NACE) to be finalized at the National SDS Workshop set for June 2000.

Targets: The Office of the Auditor General(OAG) reviewed our original SDS and recommended that we set measurable targets, which were established for each priority area of the SDS. Consultations have been conducted force-wide, and the next generation of SDS will include measurable and timebound targets, many of which have already been drafted as a component of the revised EAPs.

Environmental Management System (EMS): The development of an EMS has been a major undertaking and has been completed at a national level. It reflects the principles and contains the key elements of the ISO14001 standard, which the Commissioner of the Environment will use as a benchmark for assessing departmental EMS development in support of the SDS. The next phase of the EMS development will be a regional component to be undertaken in fiscal year 2000/01.

To increase EMS effectiveness and improve monitoring and reporting of performance, an evaluation of environmental based software was started. A database system for the integrated management of environmental information is expected to be in place by April 2001.

Section IV: Financial Performance

Overview

This section contains the summary reports which outline the financial performance of the RCMP for the fiscal year 1999/00.

In this fiscal year, the RCMP continued to implement improved financial management and accountability practices. The strengthening of these areas together with additional resources provided to the RCMP allowed for the removal of the freeze on discretionary spending that had been imposed in 1998/99.

In 1999/00, additional funding was received for specific initiatives particularly in the Federal Policing Business line and the renewal of the national policing data base known as the Canadian Police Information Centre. This funding accounted for two thirds of the increase in authorities. Additional funding (approximately \$50 million) was authorized through Supplementary Estimates in 1999/2000 to maintain essential policing services based on demonstration of need. Total authorities available in the fiscal year were \$1,378.2 million, of which \$1,340.0 million was spent, resulting in a surplus of \$38.2 million. Of this, \$30 million has been planned and managed by the RCMP for use in future years. The net surplus amounts to \$8.2 million or 0.6 per cent of

available resources.

The Federal Policing Business line underspent its authorities by approximately five per cent, due primarily to time needed to staff positions where new funding had been provided. There are no other significant variances in total spending or by allotment between total authorities and actual expenditures.

The Contract Policing Services Business line provides policing services to eight provinces, three territories and over 200 municipalities under the terms of policing services agreements. These agreements are the basis for the largest portion of the spendable (vote netted) revenue generated by the RCMP. Within the Business Line, although there are various rates which are chargeable to jurisdictions under contract, the current overall ratio of revenue to gross expenditure is 68 per cent.

The Resource and Management Review, referred to in the Key Reviews on page 6, and in last year's financial overview was completed in September 1999. The majority of the funding for pressures identified in the report and the recommended management improvements affect fiscal years 2000/01 and beyond.

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 Appropriation
2. Comparison of Total Planned Spending to Actual Spending by Business Line
3. Historical Comparison of Total Planned spending to Actual Spending
6. Spendable Revenues
7. Non-Spendable Revenues
9. Transfer Payments
10. Capital Spending by Business Line
11. Capital Projects by Business Line
13. Status Summary of Major Capital Projects
15. Contingent Liabilities

When reading these Financial Tables and the "Resource Inputs" boxes found earlier in this report, please note that -

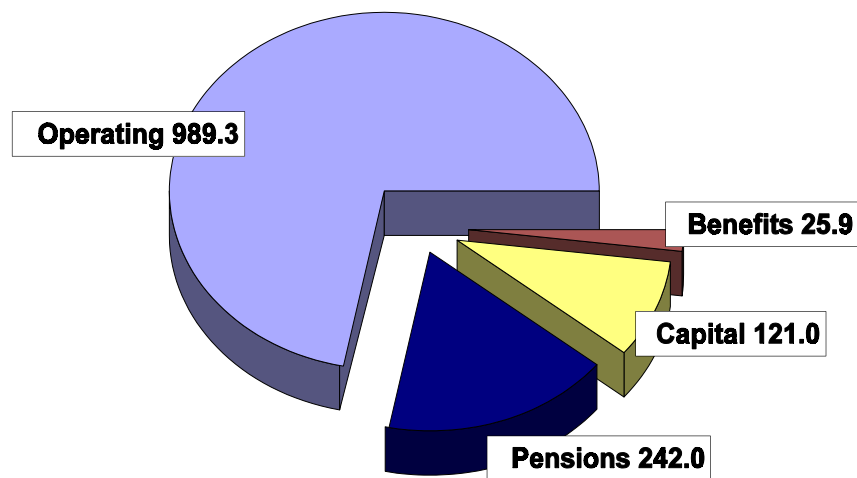
- ▶ "Planning Spending" represents the original appropriations as tabled in the 1999/00 Estimates Part III;
- ▶ "Total Authorities" represents Planned Spending plus new authorities such as Supplementary Estimates and releases from Treasury Board Vote 5, for severance, maternity, etc;
- ▶ "Actual Spending" represents the actual dollars spent against the particular authority and is disclosed in the 1999/00 Public Accounts documents;
- ▶ Due to rounding, figures may not add up to the totals shown.

Financial Table 1: Summary of Voted Appropriations

Financial Requirements by Authority (\$ millions)			
Vote:	1999-00		
	Planned Spending	Total Authorities	Actual
Royal Canadian Mounted Police - Law Enforcement Program			
35 Operating expenditures	812.6	989.3	952.6
40 Capital expenditures	112.7	121.0	119.5
(S) Pensions and other employee benefits - Members	240.2	242.0	242.0
(S) Contribution to employee benefit plans	22.5	25.9	25.9
Total Department	1,188.0	1378.2	1340.0

Notes: Total authorities are main estimates plus supplementary estimates plus other authorities. Due to rounding, figures may not add to totals shown. In addition, \$8.1 million was available from proceeds of disposal of surplus Crown Assets, of which \$5.9 million was spent. The balance will be available as spending authority in 2000/2001.

**Authorities 1999/00
Vote (\$millions)**



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: Respendable Revenues*	Total Net Expenditures
Federal Policing Services	(Planned)	4,966	488.4	21.5	9.2	519.1	3.2	515.9
	(Authorized)	5,156	566.1	20.6	9.4	596.1	3.1	593.0
	(Actual)	4,740	541.8	16.2	11.2	569.2	3.1	566.1
Contract Policing Services	(Planned)	11,225	992.5	62.3	23.3	1,078.0	765.2	312.9
	(Authorized)	11,340	1,053.4	70.2	23.7	1,147.3	780.7	366.6
	(Actual)	10,593	1,046.3	75.2	25.4	1,146.8	780.7	366.1
National Police Services	(Planned)	1,685	169.4	22.7	4.0	196.1	7.0	189.1
	(Authorized)	1,258	188.7	23.8	4.1	216.6	6.0	210.6
	(Actual)	1,590	179.0	23.8	3.0	205.8	6.0	199.8
Internal Services	(Planned)	1,760	159.1	6.3	4.0	169.4	0.0	169.4
	(Authorized)	2,877	205.2	6.3	4.0	215.5	0.0	215.5
	(Actual)	2,808	207.8	4.3	1.6	213.7	0.0	213.7
Peacekeeping	(Planned)	9	0.7	0.0	0.0	0.7	0.0	0.7
	(Authorized)	0	0.7	0.0	0.0	0.7	0.0	0.7
	(Actual)	73	0.2	0.0	0.0	0.2	0.0	0.2
Total	(Planned)	19,645	1,810.1	112.7	40.5	1,963.3	775.3	1,188.0
	(Authorized)	20,631	2,014.0	121.0	41.2	2,176.2	789.8	1,386.3
	(Actual)	19,804	1,975.1	119.5	41.1	2,135.7	789.8	1,345.9
Other Revenue and Expenditures: Non-respendable Revenues**							(Planned)	18.0
							(Authorized)	18.0
							(Actual)	17.0
Cost of services provided by other Departments							(Planned)	73.0
							(Authorized)	83.2
							(Actual)	83.2
Net Cost of the Program							(Planned)	1,243.0
							(Authorized)	1,451.5
							(Actual)	1,412.1

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

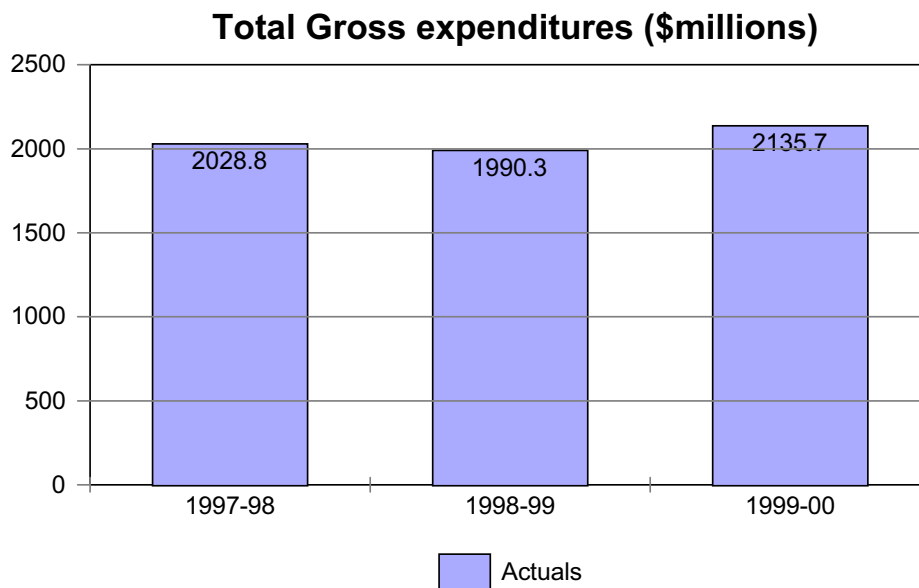
* Formerly "Revenues Credited to the Vote"

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

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

Departmental Planned versus Actual Spending by Business Line (\$ millions)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Federal Policing Services	578.5	533.4	561.2	596.1	569.2
Contract Policing Services	1026.0	1060.3	1128.3	1147.3	1146.8
National Police Services	194.3	190.7	227.4	216.6	205.8
Internal Services	229.0	205.2	195.1	215.5	213.7
Peacekeeping	1.0	0.5	0.0	0.7	0.2
Total Gross Expenditures	2028.8	1990.3	2112	2176.2	2135.7

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

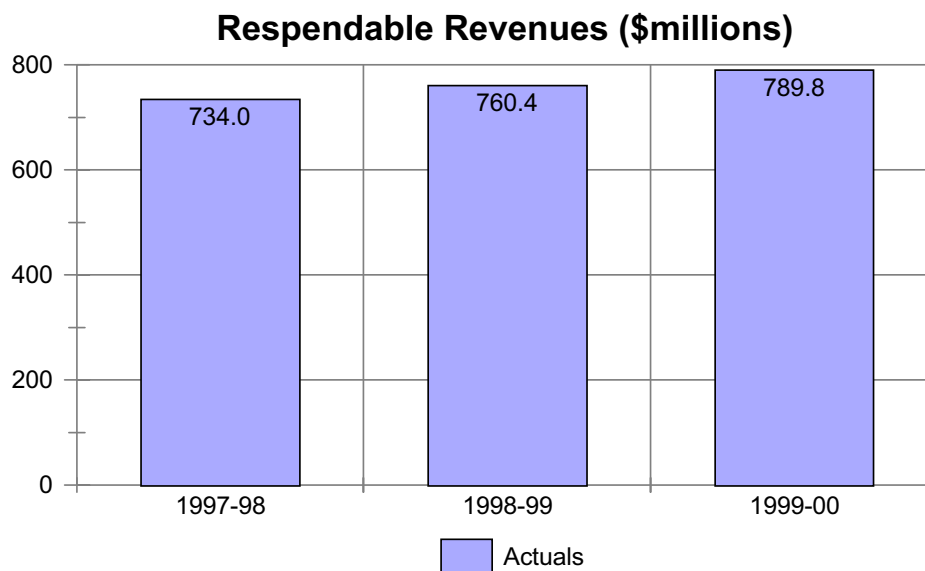


Financial Table 6: Respendable Revenues *

Respendable Revenues by Business Line (\$ millions)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Revenues	Total Authorities	Actual
Federal Policing Services	0.0	0.0	3.2	3.1	3.1
Contract Policing Services	731.1	756.4	765.2	780.7	780.7
National Police Services	2.9	4.0	7.0	6.0	6.0
Internal Services	0.0	0.0	0.0	0.0	0.0
Peacekeeping Services	0.0	0.0	0.0	0.0	0.0
Total Respendable Revenues	734.0	760.4	775.3	789.8	789.8

Note: * Formerly "Revenues credited to the vote"

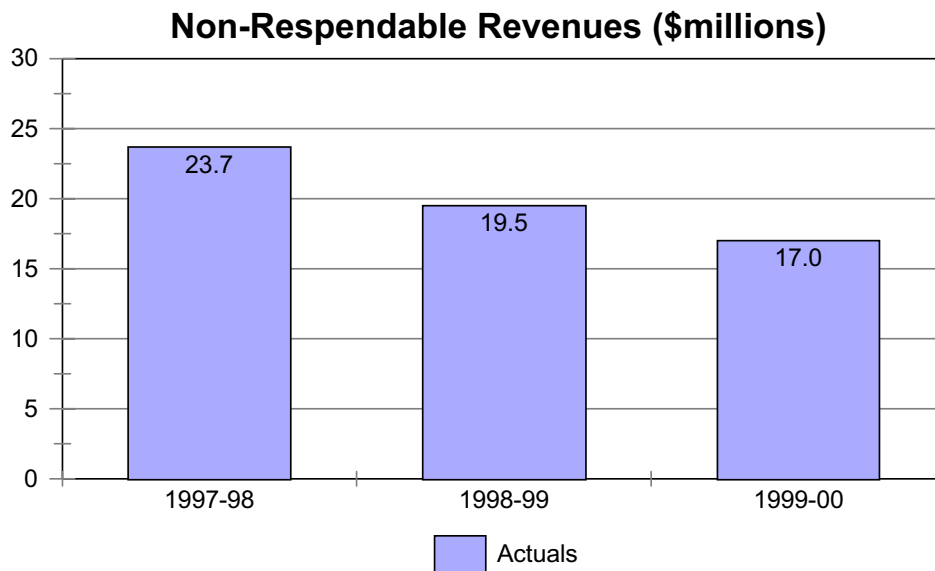
Respendable revenues are primarily generated by the provision of policing services under contract to provinces, territories, municipalities. Other revenues relate to payment for courses and accommodation at the Canadian Police College and for technological services including access to police data bases.



Financial Table 7: Non-Respendable Revenues *

Non-Respendable Revenues by business lines (\$millions)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Federal Policing Services	0.0	0.0	0.0	0.0	0.0
Contract Policing Services	1.2	0.9	1.0	0.0	0.0
National Police Services	2.8	2.0	1.5	1.3	1.3
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Internal Services	14.8	12.5	10.9	10.3	10.3
Subtotal	18.8	15.4	13.4	11.6	11.6
Unplanned**	4.9	4.1	4.6	5.4	5.4
Total Non-Respendable	23.7	19.5	18.0	17.0	17.0

Note: * Formerly "Revenues Credited to the General Government Revenues (GGR)
 ** Unplanned revenue represents credits from the disposal of surplus Crown assets.

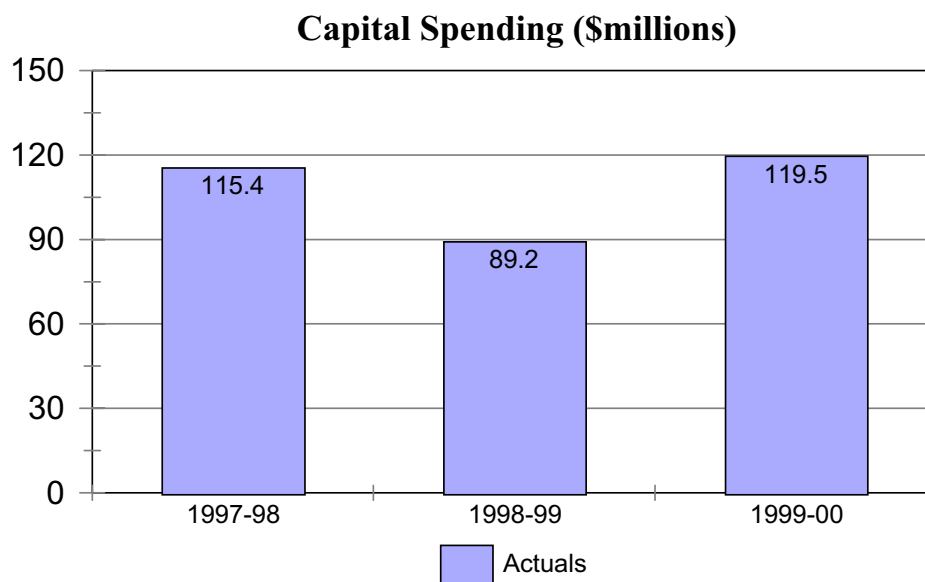


Financial Table 9: Transfer Payments

Transfer Payments by Business line (\$ millions)					
			1999-2000		
	Actual 1997-98	Actual 1998-99	Planned Spending	Total Authori- ties	Actual
Grants					
Royal Canadian Mounted Police Veterans Assoc.	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	0.9	0.9	1.0	1.0	1.0
Statutory					
Pensions and other Employee Benefits	32.6	26.5	30.0	21.5	21.5
Pensions under the RCMP Continuation Act	12.2	12.7	9.0	18.2	18.2
To compensate members of the RCMP for injuries received in the performance of their duties					
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.0	0.0
Total Grants	45.8	39.3	40.1	40.8	40.8
CONTRIBUTIONS					
Contributions to non-RCMP candidates attending Canadian Police College courses	0.4	0.3	0.4	0.4	0.3
Total Contributions	0.4	0.3	0.4	0.4	0.3
Total Transfer Payments	46.1	40.5	40.5	41.2	41.1

Financial Table 10: Capital Spending by Business Line

Capital Spending by Business Line (\$ millions)					
			1999-00		
Business Lines	Actual 1997-98	Actual 1998-99	Planned Spending	Total Authorities	Actual
Federal Policing Services	19.1	18.3	24.4	20.6	16.2
Contract Policing Services	67.7	52.8	62.3	70.2	75.2
National Police Services	19.2	14.2	27.6	23.8	23.8
Internal Services	9.4	3.9	6.2	6.3	4.3
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Total Capital Spending	115.4	89.2	120.5	121.0	119.5



Financial Table 11: Capital Projects

Capital Projects by Business Line (\$ millions)						
Business Lines	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	1999-00		
				Planned Spending	Total Authorities	Actual
Federal Policing Services						
Ontario - "A" Division RMOCCS	6.0	0.0	0.0	0.8	0.8	0.8
National - CIIDS Development	2.0	1.7	0.0	0.4	0.3	0.3
National - CIIDS Implementation	5.6	2.1	2.0	1.1	0.1	0.1
National - Mobile Workstation/SPURS	4.6	2.1	0.0	2.5	2.5	2.5
National - NPSNet	37.2	8.1	7.5	3.6	2.3	2.3
NF - Division OCCs amalgamation	4.2	0.0	0.9	3.3	3.3	3.3
Cornwall, ON - Detachment Building	8.3	0.0	0.0	0.0	0.0	0.0
Contract Policing Services						
Saskatoon, SK - District HQ Building	7.3	0.0	0.0	0.0	0.0	0.0
Dauphin, MB - Sub-Division Building ^(a)	5.5	0.6	0.0	0.0	0.0	0.0
Prince George, BC - District HQ Building	7.5	0.5	0.0	0.8	0.8	0.8
Selkirk, MB - Amalgamated Detachment Building	4.2	0.0	0.0	0.2	0.2	0.2
Peace River, AB - Detachment Building	4.0	0.0	0.0	0.0	0.0	0.0
Iqaluit, Nunavut - Detachment Building	10.3	0.0	0.0	0.0	0.0	0.0
Calgary, AB - District Office	23.5	0.0	0.0	0.0	0.0	0.0
BC - Modernization IBCCS	2.5	0.4	0.5	0.3	0.0	0.0
National Police Services						
Ottawa, ON - Forensic Lab Addition	20.8	1.9	11.7	4.4	4.4	4.4
Ottawa, ON - CPIC Renewal Project Offices	3.7	0.0	0.0	1.9	1.9	1.9
Ottawa, ON - Workstation Replacement	5.2	1.0	0.0	0.4	0.3	0.3
Ottawa, ON - Disk Storage Replacement	3.4	0.2	0.0	0.2	0.1	0.1
Ottawa, ON - Mainframe Replacement/Upgrade	11.6	3.2	0.0	0.5	1.6	1.6
National - Telecoms Equipment	48.2	7.0	3.6	8.7	9.1	9.1
Replacement/Upgrades	13.1	5.4	0.0	0.0	0.0	0.0
National - Criminal History Automation ^(a)						
Internal Services						
Edmonton, AB - Division HQ Building	42.6	17.3	3.7	0.3	0.3	0.3
Yellowknife, NT - Division HQ Building ^(a)	9.1	3.7	0.2	0.0	0.0	0.0
Whitehorse, YT - Division HQ Building	6.0	0.3	0.0	0.0	0.0	0.0
Ottawa, ON - HQ Renovations	62.3	0.7	0.2	1.4	1.4	1.4
Regina, SK - Centralized Training Facility	6.1	5.5	0.1	0.0	0.0	0.0
Regina, SK - Depot Mess Addition	6.4	0.0	0.0	0.0	0.0	0.0
Halifax, NS - Division HQ Building	37.3	0.2	0.2	0.1	0.1	0.1
Chilliwack, BC - Pacific Region Support Services Centre	14.5	0.0	0.1	0.0	0.0	0.0
Peacekeeping	0.0	0.0	0.0	0.0	0.0	0.0

Note: (a) Project now completed

Financial Table 12: Status Summary of Major Capital Projects

CPIC Renewal Project

1. Overview

The existing Canadian Police Information Centre (CPIC) is the only strategic, national service operating today that supports public safety through the effective sharing of information amongst law enforcement agencies and partners such as le Centre des Renseignements policiers du Québec, the INTERPOL and Automated Canada-United States Police Information Exchange System (ACUPIES) as well as the American National Criminal Information Centre (NCIC). CPIC is now 28 years old and needs immediate attention.

The CPIC Renewal Project is 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 by which all criminal justice partners will have access to essential crime and offender data. The CPIC Renewal Project is a fundamental component of the Canada Public Safety Information Network (CPSIN), the Government's Public Safety agenda which support federal/provincial initiatives to combat organized crime and to promote effective corrections.

2. Lead and Participating Departments

The RCMP is the lead department in this project. The Chief Informatics Officer of the RCMP is the Project Leader and is accountable for meeting the defined objectives of the Project. Members of the Senior Project Council include the RCMP, Department of Solicitor General, Treasury Board Secretariat and Public Works and Government Services Canada. The CPIC Advisory Committee, a pre-existing body, is also involved in project oversight.

3. Prime Contractors / Major Sub-Contractors

Major Contractors are:

ADGA (Quebec) Ltée	200 - 200 Montcalm Blvd., Hull, (QC) J8Y 3B5
APG Solutions and Technologies Inc	1900 City Park, Suite 400 Gloucester, ON K1J 1A3
EDS Canada Inc.	45 O'Connor St., Suite 500 Ottawa, ON K1P 1A4
FMP (Flaman)	503 - 331 Cooper St. Ottawa, ON K2P 0G5

4. Major Milestones

At the meeting 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 phase of Projects 2, 3 and 4. The planned duration of the project is 48 months with an estimated cost of \$114 million.

The following gates pertain:

- Project 1 - Messaging Prototype	Jan 2000
- EPA Projects 2, 3, 4	May 2000
- Project 3 - Design complete	November 2000
- Project 2 - Replatforming Design complete	February 2001
- Project 4 - Design complete	March 2001
- Project 2 - Replatforming Test complete	October 2001

Major Project Events

- CPIC Renewal Project financial control framework review	10 February 2000
- Independent project review (Manicom Review)	25 February 2000

5. Progress Report and Explanation of Variances

Results of the Independent Review generated a realignment of the Project. Because of this, the Gate for "Project 1 - Messaging Prototype (Jan 2000)" has been rescheduled and is expected to be delivered in Spring 2001. Similarly, the Gate for "EPA - Project 2" has been moved to September 2000 to permit completion of the planning and design efforts of the definition work. The Gate for EPA for Project 3 and 4 has been moved to Fall 2001.

- ▶ The planned spending on this project was \$27.7 million which was the original funding level.
- ▶ The authorized spending was \$15.1 million after a reprofile of \$12.6 million.
- ▶ The actual spending was \$20.3 million.

Additional funding was generated to cover the shortfall through an internal loan to be repaid in 2000/2001.

6. Industrial Benefits

There were no specific industrial benefits identified during the concept phases of the CPIC Renewal Project.

Table 15: Contingent Liabilities

Contingent Liabilities (\$ millions)			
List of Contingent Liabilities	Amount of Contingent Liability		
	March 31 1998	March 31 1999	Current as of March 31, 2000
Claims and Pending and Threatened Litigation:			
Damage to Property	0.2	0.3	2.2
Damage to Property and Physical Injury	0.5	0.8	0.4
Damage to Property, Loss of Income, Physical Injury	0.0	0.0	0.0
Loss of Income	5.6	37.6	0.2
Loss of Income, Physical Injury, Defamation of Character	0.0	0.0	3.2
Loss of Income/Companionship & Emotional Stress/Family Home	2.6	2.6	3.0
Physical and/or Mental Injury	2.1	3.3	3.2
Defamation of Character	2.7	5.5	0.0
Assets in Custody	0.0	0.0	6.6
Breach of Contract	0.8	7.6	0.0
False Arrest/Seizure and/or Malicious Prosecution	8.1	22.4	1.3
False Arrest, Excessive Force & Harassment	0.3	0.9	18.9
Wrongful Arrest & Imprisonment, Loss of Income, General & Property Damage	4.0	1.8	0.1
Seizure under Customs Act	0.0	0.0	0.0
Wrongful Assessment by Supervisor/Wrongful Dismissal	0.1	3.4	1.1
Breach of Charter of Rights	0.0	0.4	1.6
Pursuant to Civil Actions	0.1	0.0	0.0
Damages	34.2	35.6	17.9
Negligence	6.0	8.6	9.6
Breach of Solicitor General Responsibility	0.0	0.0	0.0
Motor Vehicle Accidents	0.0	2.0	4.0
Excessive Force	0.1	0.2	0.1
Miscellaneous			0.5
Total	67.4	133.3	75.4

Section V : Overview of the RCMP

Our Mandate, Mission and Vision

As Canada's national police service, the Royal Canadian Mounted Police enforces federal laws across the country. It acts as the provincial police force in all provinces except Ontario and Quebec, is the territorial police in the Yukon, the North-west Territories and Nunavut, and serves as the local police force for about 200 municipalities. In discharging these responsibilities we respect our motto: "Maintiens le Droit."

Our Mandate is based on the authority and responsibilities assigned by the *Royal Canadian Mounted Police Act* (RCMP Act). Under the *RCMP Act*, our duties include the enforcement of laws, the prevention of crime, and the maintenance of peace, order and security.

Our Mission:

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we are committed to preserving the peace, up-holding the law, and providing quality service in partnership with our communities.

The RCMP is an agency within the portfolio of the Ministry of the Solicitor General of Canada. Consequently, the Solicitor General of Canada is answerable for the RCMP before Parliament.

Our Vision is to be a progressive, proactive and innovative organization, to provide the highest quality service through dynamic leadership, education and technology, in partnership with the diverse communities we serve, to be accountable and efficient through shared decision-making, to ensure a healthy work

environment, encourage team building, open communication and mutual respect, to promote safe communities, and to demonstrate leadership in the pursuit of excellence.



Operating Environment

In addition to our Mandate, Mission and Vision, our accountability framework provides for objectives, strategic priorities and strategic direction (see Fig.3).

Objectives

Our **primary objective** is to contribute to safe homes and safe communities across Canada.

Secondary objectives include: helping to foster a sense of safety and security, responding to the needs of crime victims, and promoting crime prevention and alternatives to the criminal justice system.

Strategic Direction

Our strategic priorities provide us with an overall direction which reflects our contribution to the national unity and social cohesion of Canada. We adhere to this strategic direction by:

- fulfilling our mandate;
- advancing the federal government's public safety commitments and related social policy and law enforcement priorities;
- within the constitutional framework of Canada and the current priorities of the Government, balancing our federal role (which is non-discretionary under the *RCMP Act*) with our contract role, our national infrastructure and national police services, and our inter-

national peacekeeping and other roles; and

- delivering our services in an integrated, seamless way to our client communities through our four main business lines.

Strategic Priorities

RCMP activities are guided by six strategic priorities (see Fig. 4, third column), which:

- reflect government-wide policy issues stated in the 1999 Speech from the Throne, especially that of "Building Safer Communities" (see Fig. 4, first column);
- are aligned with those of the Solicitor General's public safety priorities (see Fig. 4, second column);
- represent commitments made to Canadians in our 1999/00 *Plans and Priorities Report*, against which we now report our performance;
- are linked to each other at the front-line when delivering everyday policing services through our four main business lines (see Fig. 4, fourth column); and which
- are addressed through partnerships with federal, provincial and territorial government departments and agencies, other law enforcement agencies, as well as communities, local groups and organizations and Canadians generally (see Fig. 4, last column).



Figure 3. The RCMP Accountability Framework

Figure 4: Government, Ministry and RCMP Strategic Priorities, with Business Lines and Partners

GOVERNMENT'S PRIORITIES FROM 1999 SPEECH FROM THE THRONE	SOLICITOR GENERAL CANADA'S PUBLIC SAFETY PRIORITIES	RCMP STRATEGIC PRIORITIES: PROVIDING CANADIANS WITH-	RCMP BUSINESS LINES	KEY PARTNERS
Developing our children and youth, our leaders for the 21st century	Combating Organized Crime	Protection against organized crime	FEDERAL POLICING SERVICES	Solicitor General Canada, Justice Canada, Revenue Canada, Human Resources Development Canada, Dept. of National Defence, Provincial governments, Canadian law enforcement agencies and Canadians.
Building a dynamic economy		Policing services to support safe homes and safe communities	CONTRACT POLICING SERVICES	Solicitor General Canada, Justice Canada, Revenue Canada, Human Resources Development Canada, Dept. of National Defence, Provincial/Territorial/Municipal governments, Canadian law enforcement agencies, Dept. of Indian Affairs and Northern Development and Canadians.
Strengthening health and quality care for Canadians	Ensuring Effective Corrections	Protection from violent crime and youth crime		
Ensuring the quality of our environment		Alternatives to the traditional criminal justice system		
Building stronger communities (including building safer communities)	Engaging Citizens	Law enforcement investigative tools and information	PEACEKEEPING SERVICES	Solicitor General Canada, Canadian law enforcement agencies, Provincial governments and Canadians.
Strengthening the relationship with Canada's Aboriginal peoples		Civilian police for international peace support operations		
Advancing Canada's place in the world	Providing integrated justice information		INTERNAL SERVICES	Solicitor General Canada, Dept. of Foreign Affairs and International Trade, Canadian International Development Agency, Dept. of National Defence, Canadian police forces and Canadians.

* The Minister's four priorities apply, to a greater or lesser extent, to all six of the RCMP strategic priorities and to each of the four external business lines.

** The Ministry of the Solicitor General of Canada is comprised of the Department of the Solicitor General and four main agencies, including the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, Correctional Service Canada and the National Parole Board.

Business Line Description

The Commissioner reports to and is accountable to the Solicitor General of Canada for the control and management of the RCMP and for all related matters. Under this accountability framework, the RCMP is structured in two ways, rather like a matrix. We have police services delivered geographically (within a regional management structure) and four functional business lines which cut across this service delivery.

Business Line Descriptions

Our four main business lines provide services to Canadians, either directly or indirectly. Each is comprised of a number of service lines (see Fig. 6).²⁵

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

Nine service lines or programs fall within this business line, covering law enforcement related to customs and excise, drugs, immigration, other federal matters, proceeds of crime, economic crime, as well as criminal intelligence, international liaison, protective operations programs, and support services, especially technical operations (which appears under the “General Policing” service line box in Fig. 6). These federal services are delivered through the divisional structure in all provinces and territories.

□ **Contract Policing Services** are provided on a cost-sharing basis to the three territories (as of April 1, 1999, Nunavut is included) and all provinces (except Ontario and Quebec) under 20-year agreements between the federal government and provincial, territorial and municipal governments. Organized into a division for each contract jurisdiction, services are delivered at the detachment or local level. Contract Policing services also extend to approximately 200 municipalities and, under 170 individual agreements, to First Nations communities.

These services follow the community policing approach and include crime prevention, order maintenance, traffic enforcement, *Criminal Code*

enforcement and emergency services.

□ **National Police Services** provide vital operational support for Canada’s criminal justice system, including over 500 Canadian police and government agencies as well as selected international law enforcement agencies. Service lines include: the Canadian Police College, Criminal Intelligence Services Canada, Forensic Laboratory Services Information, and Identification Services. Altogether, their services include: advanced training, criminal intelligence, computerized criminal histories, fingerprints data bank, forensic analysis, violent crime analysis, and firearms records.

□ **Peacekeeping Services** provide civilian police peacekeeping assistance, training and related international police services to a number of countries experiencing internal conflict. This is done on behalf of the Canadian Government and in accordance with Canada’s foreign policy, usually under a United Nations mandate.

Organization of Service Delivery

Our two largest business lines, Federal Policing and Contract Policing, are delivered through local detachments and divisions within four regions. National Police Services and Peacekeeping business lines are delivered nationally and internationally.

The Commissioner is supported by four regional deputy commissioners (Atlantic, Central, Pacific and North West) and one at National Headquarters (see Fig. 7).

There is a division in each province or territory and one for the National Capital Region, making a total of 13 divisions. Each has a commanding officer, as does the Regina training facility. There are also 15 directors at National Headquarters.

Federal and Contract Policing services are delivered in about 760 locations across Canada (with Ontario and Quebec receiving only federal services).

Contract Policing services are delivered to about 22 per cent of Canada’s population (6.5 million Canadians) while all 30 million benefit from our Federal Policing services.

While performance results are reported here by business line, their interdependence is emphasized. No single business line is solely responsible for performance against a particular commitment. For example, an RCMP officer on routine highway patrol enforcing provincial traffic laws, by apprehending someone for speeding and then, suspecting a more serious offence, may end up also enforcing the *Criminal Code* as well as other federal statutes.

Consequently, just as our overall results are shared among various criminal justice and government partners, the results of each commitment and each business line represent the involvement of over 20,000 RCMP employees.

We use our problem solving model, named *CAPRA*, to report our results against our commitments. *CAPRA* stands for *Clients, Analysis, Partnerships, Response and Assessment*.

In addressing a *strategic priority*, each commitment is designed to address a specific *crime problem*. One or more law enforcement and related *strategies* are applied to each *problem*

to achieve the expected results, using the resources or *inputs* required to make the strategies work, including those of our key *partners*.

We then describe the *outputs* produced by a specific program or front-line activity. There are also shorter- and longer-term outcomes, *results*, or impacts which tell us how well we have met our commitments.

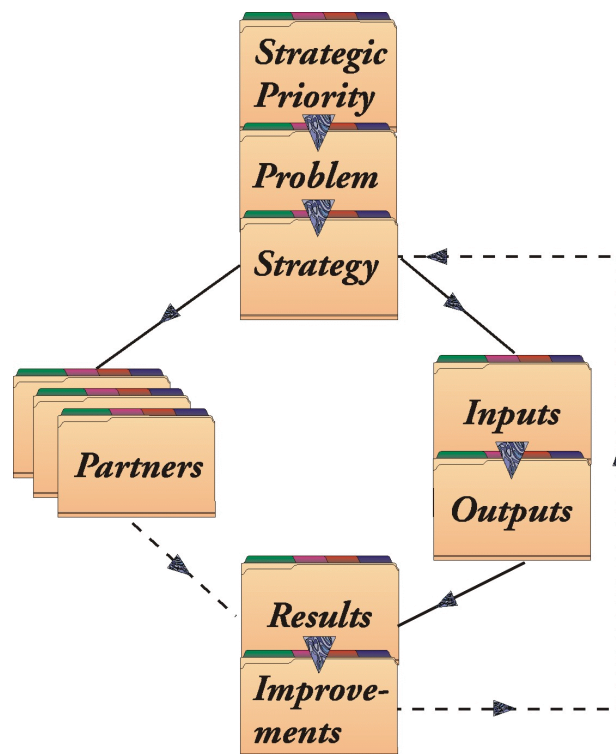
We are then able to assess the results of our strategies, continuously learn from our successes and shortfalls, and then develop *improvements* to produce better results next time.

This performance information is used for two main purposes: externally, to be accountable to Canadians for the resources entrusted to us, and internally, by managers at all levels, to achieve better results.

Overall, our focus on performance-based management, which examines the results of specific strategies against commitments, helps to make some of our decision-making more transparent for Canadians and to engage them in partnerships with us in improving public safety.

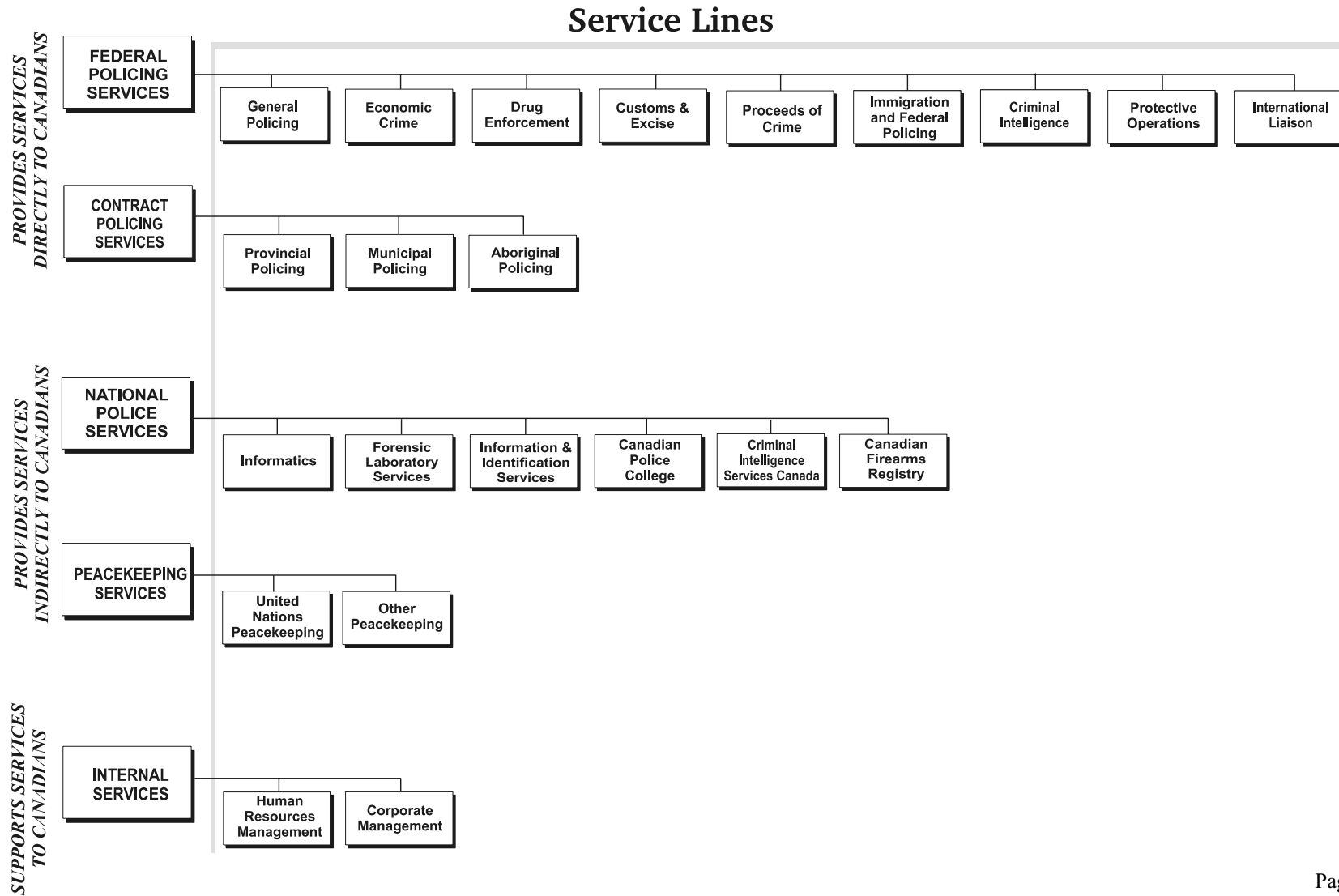
RCMP Problem Solving and Reporting Model

Figure 5.



Structure of the RCMP
Figure 6.

Business Lines



The map below lists RCMP Divisions (large letters refer to the division denotation and title) and to their respective Headquarters, as well as the four geographic regions and regional office.

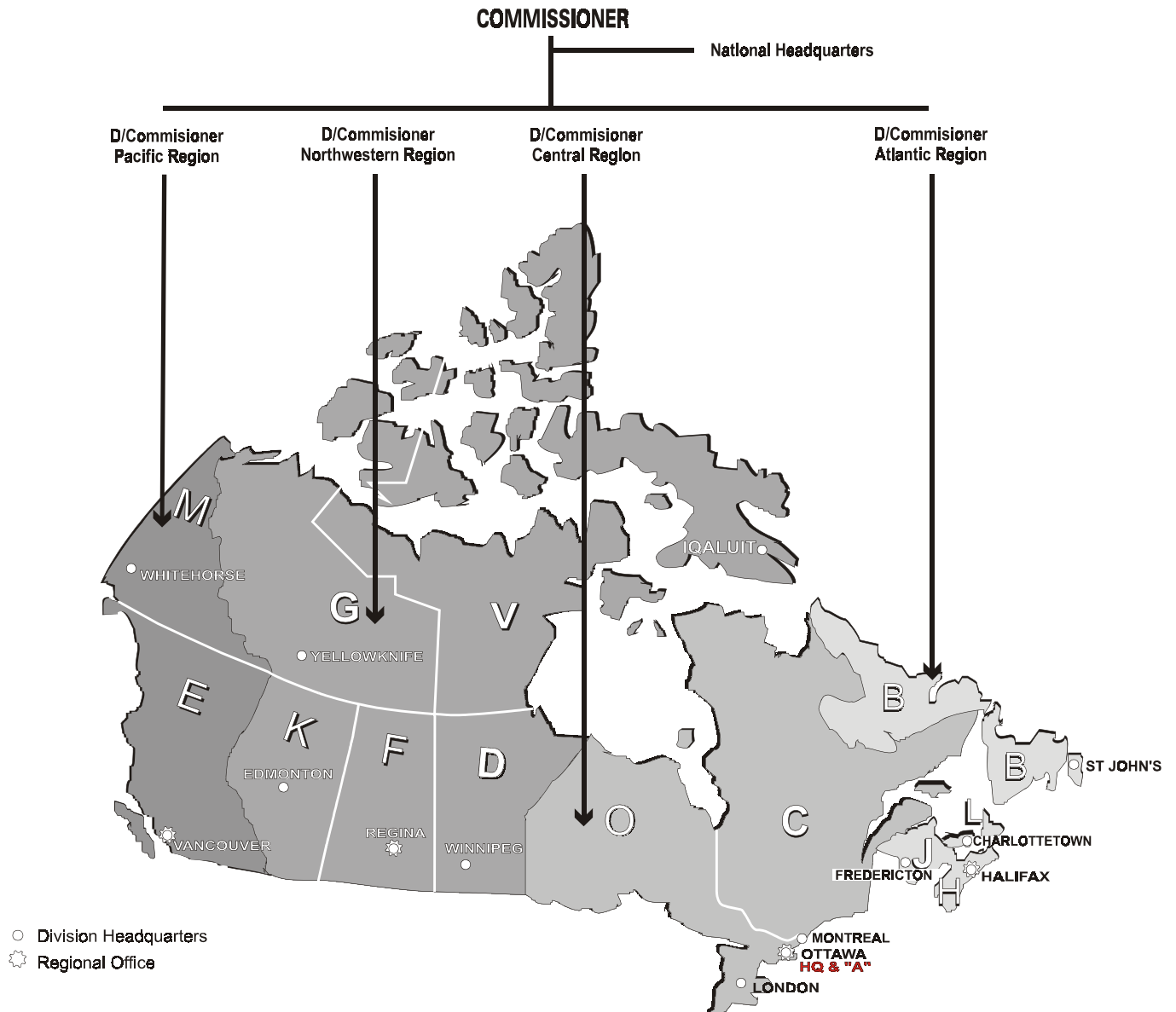
National Headquarters is located in Ottawa.

For a complete list of contact numbers and addresses, please visit:

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

Regional and Divisional Structure

Figure 7.



Section VI: Other Information

Contacts for Further Information on this Report:

Performance Information:

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For Publications Referred to in this Report:

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Suggested Internet (World Wide Web) Sites:

RCMP: www.rcmp.ca
RCMP Community Policing: www.rcmp-ccaps.com
RCMP Learning: www.rcmp-learning.org
Department of the Solicitor General of Canada: www.sgc.gc.ca
Treasury Board Secretariat: www.tbs-sct.gc.ca

Major Federal Statutes and Agreements Administered

The only federal statute solely administered by the RCMP is the RCMP Act and Regulations.

There are no federal statutes for which the RCMP has sole enforcement responsibility. In the absence of the designation of specific powers to enforce any federal statute, the RCMP Act and Regulations provides the authority for RCMP members to enforce any Act of Parliament. A complete list of the major Federal Statutes enforced by the RCMP may be found at:

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

The RCMP has signed over 1,100 Memoranda of Understanding with federal government depart-

ments, agencies and Crown Corporations. These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians. Some of the partners with whom the RCMP has signed formal agreements may be found at:

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

The RCMP has also signed formal agreements with nine Provincial Governments (excepting Quebec) designating the RCMP as having the primary responsibility to investigate under the Security Offences Act within the province.

Endnotes

1. See articles on the "March West" in Pony Express, the RCMP's National News Magazine: "Westward Ho," pages 16-21, June, 1999.
2. As discussed in the last three Performance Reports (1996/97, at pages 12 and 26; 1997/98 at page 15, 1998/99 at page 11), clearance rates are a poor indicator of police performance because of a number of complex factors. Violent crime continues to have the highest overall clearance rate, with almost 90 per cent for homicides and around 75 per cent for assaults and other sexual offences. Given the priority on violent crime it is understandable that clearance rates for property offences are comparatively low. Depending on the category of crime, they vary from between 50 and 70 per cent for some types of frauds to less than 10 per cent for bicycle theft and around 40 per cent for robberies.
3. See also: "Organized enforcement," pages 14-21, Pony Express, January-February, 1998; "The many faces of organized crime," RCMP Gazette, September-October, 1998; "Organized Police Helping to Reduce the Impact of Organized Crime", RCMP Gazette, Vol.62, No. 3, 2000.
4. 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.
5. There is a difference between seizures by the police and forfeitures decided later on by the courts (often down by 25 per cent). See the 1997/98 Performance Report, at page 23 for an explanation of the difference. In general, seizures represent police enforcement results while forfeitures are a performance indicator of the prosecution and the courts. See also "A profitable partnership," pages 24-25, Pony Express, July-August, 1999.
6. Drug enforcement includes the possession, importation and trafficking of substances regulated by the Controlled Drugs and Substances Act, such as heroin, cocaine, cannabis, LSD, methamphetamine, amphetamine and barbiturates. We also have concerns about the completeness of our aggregate data on drug seizures which under reports the total drugs seized by the RCMP across Canada. For further information on drugs, see "D is for drugs," pages 14-15, Pony Express, October, 1998; "Striking a balance," pages 16-23 in Pony Express, March, 1999; see articles in RCMP Gazette, pages 4-17, May, 1999.
7. See also "Economic crime," pages 25-26, Pony Express, January-February, 1998; "Telephone fraud targets seniors," pages 24- 27, RCMP Gazette, November, 1998; "Putting a cap on funny money" pages 24-25, Pony Express, September, 1998; "Skimming milks system of thousands," pages 2-3 of an insert to Pony Express, January-February, 1999; "The scourge of money laundering, pages 14-18, Pony Express, December, 1998.
8. See "Lifting the veil of silence", pages 24-27 in Pony Express, October 1998.
9. For historical background, see "Partners in Policing: The RCMP Contract Policing Program," RCMP Gazette, June, 1997.
10. 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.
11. See Crime Statistics in Canada, 1999, Juristat Vol.20 No.5, published by Canadian Centre for Justice Statistics, Statistics Canada, Ottawa.
12. However, when implemented, our proposed Integrated Police Information Retrieval System (IPIRS) will have the capacity to provide a wealth of information on our activities.
13. In their daily work, RCMP officers enforce a complex range of laws, statutes, ordinances and bylaws on behalf of three levels of government in those jurisdictions where we have policing agreements., i.e., Criminal Code, other federal statutes, provincial statutes, territorial ordinances, and municipal bylaws, but excluding traffic enforcement.
14. i.e., incidents reported to the police and found to be supported by evidence.
15. See "New reports on drinking and driving indicates some progress made, but a severe problem remains." RCMP Gazette, pages 26-27, May, 1999.
16. Statistics are not available on the number of complaints in each category where were supported, whether by the formal or the informal process.
17. To identify the involvement of youth in crime, the only statistics available on the age of offenders is when charges have been laid; of course the age of those who were not caught is not known. As well, the statistics refer to young offenders charged or not charged because, where appropriate, alternatives to criminalization are sought.
18. For further information, see Pony Express articles: "Cops and kids," pages 11, 16-18, July-August, 1998; "Protecting our children," pages 12-17, October, 1998; "Getting together," page 9, June, 1999; and "The Choices Youth Program," pages 22-35, Gazette, November, 1998.

19. See also A Report on the Evaluation of RCMP Restorative Justice Initiative: Community Justice Forums as Seen by Participants. Ottawa: RCMP, 1999; A Report on the Evaluation of RCMP Restorative Justice Initiative: Training Component. Ottawa: RCMP, 1998; "A solid band of constables," page 7, Pony Express, December, 1998
20. See "Lifting the prints of a mummifying corpse," page 2, RCMP Gazette, May, 1999; and "Tracing the smoking gun," page 13, Pony Express, August, 1999.
21. Priority I cases are defined as: *a life-threatening situation; investigational aid situations where the results will lead to a suspect or suspect vehicle; or to determine whether a crime has been committed.*
22. See also Special Issue on "Back to School: The Canadian Police College Gears up for the Future," Pony Express, pages 14-19, July-August, 1999 and the CPC Internet home page: www.cpc.gc.ca
23. See articles on peacekeeping in Pony Express: "Welcome to Bosnia," pages 24-26, June, 1999; "Above the call of duty," 22-23, July-August, 1999.
24. The RCMP 2000 Directional Statement may be found at www.rcmp.ca/html/dir-stat.htm.
25. While there is also an internal business line, we do not report on the performance of these invaluable support services because they do not provide services directly to Canadians. Similarly, our informatics, information technology, human resources and training functions are not reported here.

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