



# Royal Canadian Mounted Police

## Performance Report

For the period ending  
March 31, 2001

Canada

## **Improved Reporting to Parliament Pilot Document**

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

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

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

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

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

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## Foreword

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

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

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

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

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

Results Management and Reporting Directorate

Treasury Board Secretariat

L’Esplanade Laurier

Ottawa, Ontario, Canada

K1A 0R5

Tel.: (613) 957-7167 – Fax: (613) 957-7044





Royal Canadian Mounted Police Gendarmerie royale du Canada



**2000/2001  
Performance Report  
Royal Canadian Mounted Police**

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

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# Acronyms Used

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

# EXECUTIVE SUMMARY

## Highlights of RCMP Performance in 2000/2001

		Public Safety Issues:	What we did:	Self Assessment	Page
Federal Policing	• Money laundering proceeds: \$5 - \$17 billion annually	• \$23.6 million in assets seized; \$55 million referred for investigation	▼	18	
	• Smuggled contraband & prohibited goods - lost up to \$2.5 billion in tax revenues	• \$45.9 million in liquor/tobacco, etc. seized; \$200.9 million in fines; 872 charges laid	■	19	
	• Up to 15,000 illegal migrants; illicit proceeds up to \$1.05 billion	• 1,227 fraudulent documents seized; 323 inadmissible migrants stopped	■	20	
	• Drug trafficking proceeds - potential for \$18 billion street value	• \$924 million in drugs seized in Canada; 47,450 drug offence investigated	▲	21	
	• Economic & high technology crime profits - up to \$3 billion	• \$5 million counterfeit currency seized; Fraudulent Bankruptcies investigated \$1.6 billion	▼	22	
Contract Policing	• Overall crime level remains a concern	• <i>Criminal Code</i> offences up slightly (2%)	■	29	
	• Property crime continues despite a strong economy	• Break & Enters up slightly, Auto theft down by 3.6%, Theft over \$5,000 down by 24.9%, Frauds down by 5.9%	▲	30	
	• Road safety remains a concern, especially repeat drinking drivers	• 45,328 road users injured (up 9.9%); 1193 killed (remains constant)	▼	31	
	• Public complaints made against police	• Complaints decreased a significant 18.5%	▲	32	
	• Satisfaction with police services	• Satisfaction with the RCMP remains high	▲	33	
National Police Services	• Violent crime still relatively high	• 93,341 charges laid (increase of 1%)	■	34	
	• Youth crime is up and remains a concern	• 26,840 youth charges laid (up 3.5%); 32,018 youths diverted (up by 44.7%)	■	35	
	• DNA analysis contributes to a higher quality of justice	• Suspects were identified in 20% of DNA cases and eliminated in 17%	▲	39	
	• Forensic examinations required for speedy and less costly justice	• 15,033 forensic examination requests handled with shorter turn around time	▲	39	
	• Need for accurate and timely criminal history and fingerprint files	• 27 million enquiries of criminal history files; 5,400 criminals identified by prints	■	40	
Peacekeeping	• High quality police information needed for effective police responses to major crimes	• High satisfaction by clients/partners with criminal intelligence provided	▲	41	
	• Advanced training needs growing with more complex policing and crime	• 5% of Canadian police officers attended a CPC course	■	42	
	• Civilian police peacekeeping demands in areas of conflict around world	• Successfully managed Canada's participation in 7 peacekeeping missions	▲	45	
		▲ Exceeded our expectations	■ Met our expectations	▼ Did not meet our expectations	





## Minister's Message

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I am pleased to submit to Parliament the Performance Report for the Royal Canadian Mounted Police (RCMP) for the period ending March 31, 2001. This report reflects the achievements of the Force against the previously reported plans for the period 2000/2001. It also serves as a milestone in the RCMP's journey towards becoming an internationally recognized organization of excellence.

The RCMP is a key partner within the Portfolio of the Solicitor General, in addition to the Department of the Solicitor General, the Correctional Service of Canada, the National Parole Board, the Canadian Security Intelligence Service and three review bodies. Working in close collaboration with a broad range of public safety partners across Canada and abroad, these agencies play essential roles within the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole.

I am pleased to report that the RCMP has made continued progress over the past year in support of the government's priority goal of maintaining and enhancing public safety. Strong and safe communities are an essential part of the fabric of our society, and are key to maintaining Canada's place of privilege in the new economy.

Keeping communities and Canadians safe demands continued vigilance and action to combat new and emerging forms of crime. In September 2000, Federal, Provincial and Territorial Ministers responsible for Justice unanimously declared organized crime a national priority and a National Agenda to Combat Organized Crime was drafted.

We know that ours is an increasingly interconnected world, and globalization and technology have given rise



to unprecedented social and economic change. These emerging opportunities also bring new challenges to public safety, as groups and individuals increasingly link their criminal efforts across international borders. The RCMP has been at the forefront in ensuring that public safety partners at home and abroad continue to work together in an effective and integrated approach to keeping Canadians safe and secure. As a government, we have continued to invest in strong, ongoing alliances with the United States, the United Nations and G-8 partner countries to further our shared goal of combatting transnational crime.

Technology plays a powerful role in the fight against crime, and nowhere is this better demonstrated than in the continuing successes of the National DNA Data Bank which began operating in June 2000. Through this data bank, police across the country now have access to a new and powerful investigative tool capable of linking crime scenes and convicted offenders. As well, the RCMP is continuing to invest in the modernization of the Canadian Police Information Centre (CPIC) to ensure the greatest access and speed of information-sharing among criminal justice officials.

The federal government's continuing approach to crime is tough but balanced – focused not only on punishment but on prevention, and addressing criminal behaviour while giving victims a voice. This report details many examples of the fine efforts and accomplishments of the RCMP's 20,000 members and employees in support of this integrated approach to keeping Canada safe and secure. I look forward to the continued progress this new year will surely bring.

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

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



## Commissioner's Introduction

In 1873, the Commissioner of the newly constituted North West Mounted Police (NWMP), sent his first annual report to Sir John A. Macdonald, then Prime Minister of Canada. His report related the remarkable beginning of our organization that was created for the sole purpose of bringing law and orderliness to the volatile Canadian territories to the west and north of the 49<sup>th</sup> parallel. That first report captured, in profoundly human terms, the challenges the Mounted Police faced and the attendant successes and struggles.



Every year until the 1960s, the Commissioner sent similar annual reports recounting the growth of this nation and the legacy of a remarkable institution. These annual Commissioner's reports evolved into our Departmental Performance Report (DPR) – tabled each fall in Parliament. Recently, we were honoured with the prestigious CCAF - Treasury Board of Canada Award 2001 for the pursuit of Excellence in Public Performance Reporting. As the newest Commissioner of the RCMP, it was an important reminder for me that we build upon the legacies of those who have gone before us.

This is my first DPR as Commissioner of the RCMP, and although I was not in the position for the full year covered by this report, I am proud to have the opportunity to share both our successes and challenges with you. Before you read the details of our performance over the past year, I want to take this opportunity to provide you with some important organizational and operational context which underpins our results, as well as some of my own personal perspectives.

The pace and scope of our working environment is transforming around us: changing demographics, evolving cultures, shifting values, rapid technological advances, global economies, terrorist and criminal activities that transcend borders. For 128 years, the RCMP aspired to provide exemplary policing service, but the challenges we now face are considerable. We must take extraordinary strides to improve our capacity to better provide strategic, proactive – as well as reactive – policing programs and services. The focus of this past year has been to modernize our management and build an organization of excellence with a culture of empowerment, responsiveness and collaboration.

My **organizational goal** for the RCMP is to become an intelligence-driven organization with values-led employees who share a commitment to the highest quality of policing and administrative services. We will be an organization that builds bridges and works collabora-

tively with our domestic and international counterparts throughout the policing community. We will also strive to be an organization that manages employee performance against a clear strategic agenda. This will ensure individual and institutional accountability in all we do. These four points represent my four pillars of an organization of excellence – **intelligence-driven, values-led, bridge-building and accountability.**

In reaching for that goal, we have revitalized the strategic framework for the organization and embarked on a change in management structure and practice. Our achievements will be reported more fully in the 2001/2002

RCMP Performance Report, but I want to emphasize that this report does earmark a significant period of transition for us in our journey towards our organizational goal.

We also have an **operational goal** – a strategic focus on **Safe Homes, Safe Communities** for all Canadians. Our organization is committed to align our strategies to achieve that overall goal.

Over the next three to five years we will concentrate our activities on five strategic priorities: **Organized Crime, Youth, International Police Services and Peacekeeping, Alternative Justice, Integrated Policing.**

These are not new priorities – they represent a more strategic focus on critical activities to achieve our operational goal. The “*integrated policing*” priority for example is a more concerted effort to work in partnership and to leverage the resources of police and law enforcement every day and at all levels. From the one-person detachment in the far North, to large urban detachments, and through national and international collaborations, we will continue to encourage and facilitate the convergence of policing strategies and priorities.

As evident in this report, the past year represents an important milestone on our journey to excellence. A milestone that could not have been reached without the exceptional efforts of the more than 20,000 RCMP employees and – in this the International Year of Volunteers – more than 75,000 RCMP volunteers. I am certain we could not have travelled as far, nor as fast, without the men and women who have given so freely of their time and energy.

Even as we take this opportunity to celebrate our achievements and continue to build on our legacy, we will re-dedicate our commitment to both respond to the needs, and reflect the values, of the Canadians we serve.

**G. Zaccardelli**  
Commissioner



# Overview of the RCMP

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## Specific Internet Site References

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

**For an overview of our:**

- Mandate, Mission and Vision
- Business Line Descriptions
- Structure of the RCMP
- Major Federal Statutes and Agreements Administered
- New Strategic Framework
- Directional Statement

**Please visit our Website at:** <http://www.rcmp.ca/dpr/performance01.htm>

### Additional suggested Internet sites:

RCMP:	<a href="http://www.rcmp.ca">www.rcmp.ca</a>
RCMP Community Policing:	<a href="http://www.rcmp-ccaps.com">www.rcmp-ccaps.com</a>
RCMP Learning:	<a href="http://www.rcmp-learning.org">www.rcmp-learning.org</a>
Department Solicitor General Canada:	<a href="http://www.sgc.gc.ca">www.sgc.gc.ca</a>
Canadian Security Intelligence Service:	<a href="http://www.csis-scrs.gc.ca">www.csis-scrs.gc.ca</a>
Commission for Public Complaints Against the RCMP	<a href="http://www.cpc-cpp.gc.ca">www.cpc-cpp.gc.ca</a>
Correctional Services Canada:	<a href="http://www.csc-scc.gc.ca">www.csc-scc.gc.ca</a>
National Parole Board:	<a href="http://www.npb-cnlc.gc.ca">www.npb-cnlc.gc.ca</a>
RCMP External Review Committee:	<a href="http://www.erc-cee.gc.ca">www.erc-cee.gc.ca</a>
Treasury Board of Canada Secretariat:	<a href="http://www.tbs-sct.gc.ca">www.tbs-sct.gc.ca</a>

# RCMP Performance Overview

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This report is organized to provide fiscal 2000/2001 key performance information in the context of each of our business lines. Before presenting new detailed information, we submit this foreword – a section that highlights both our direction for the future and the environmental factors and considerations that impact our performance today.

## RCMP IN TRANSITION

The Performance Report for the year 2000/2001 begins to reflect some of the significant changes within the RCMP initiated with the new (August 2000) Commissioner. He has challenged the organization to achieve the goal of becoming an “**organization of excellence**”. The Force’s performance in response to that challenge will not be documented until the 2001/2002 performance report. However, in this section, and wherever appropriate throughout the report, we have highlighted examples of the transition.

The Agency has recently re-examined the strategic drivers of its operational goal of **Safe Homes, Safe Communities** for all Canadians. A Strategic Framework was developed and endorsed by RCMP senior management in November 2000.

The Strategic Framework serves as a roadmap for the journey to “safe homes and communities”. The Framework comprises:

- Strategic Goal
- Strategic Priorities
- Strategic Objectives (core functions), and
- Management Strategies

Each of these Framework elements is highlighted below. In next year’s report, we will begin to report on performance against the Strategic Framework. The information provided here is to lay the groundwork and to better inform the performance information which follows.

### Strategic Priorities

As Canada’s national police service our primary goal is to contribute to keeping Canadians safe. Our management team has agreed that for the foreseeable future, the best way to bring down the “barometer” of crime is to concentrate on 5 key strategic priorities:

- **Organized Crime**  
the extent and criminal potential or “dark undertow” of globalization and technology requires vigilance – we will continue to respond with a multi-disciplined,

integrated, long-term approach that leverages intelligence, investigation, and enforcement – to dismantle the insidious elements of today’s primary criminal forces

- **Youth**

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

- **Alternative Justice**

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

- **International Police Services (Peacekeeping)**

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

- **Integrated Policing**

promoting partnerships to leverage resources and share crime priorities – we will take a leadership role in the development and application of intelligence and law-enforcement tools to manage transnational issues, and achieve seamless policing both within Canada and internationally

### Strategic Objectives

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

- **Prevention and Education**

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

- **Intelligence**

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

- **Investigation**

activities undertaken to establish facts surrounding Criminal Code violations and other offences

- **Enforcement**

action taken to respond to Criminal Code violations and other offences

- **Protection**

providing Canadian and foreign dignitaries with protective and security services

## Management Strategies

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

Our guiding principles in becoming strategically focused and building an “organization of excellence” are:

- **Intelligence**

We rely upon well-founded knowledge, both for policing functions and for day-to-day management. Intelligence enables our activities to be guided by reliable, critical and timely information from within and outside our organization – from the front-line to the international scene.

- **Values**

Our values must reflect those of Canadian society. Our behaviour as an organization and as individuals must at all times be based upon integrity, honesty, professionalism, compassion, respect and accountability.

- **Bridge-building**

If we are to achieve our goals as an organization, we must build bridges with colleagues, partners, other government agencies and the communities we serve. We must work closely with our domestic and international partners within and outside of law enforcement.

- **Accountability**

As well as answering for our decisions and actions within the organization, we must also answer to the Solicitor General, the Government of Canada and Parliament. We are accountable under the *Criminal Code of Canada* for our criminal investigation operations. Since accountability relies upon a clear understanding of expectations, open and clear communication is crucial. Clarity/transparency are essential especially if we are to earn the trust of Canadians.

The RCMP is in transition – to becoming a **strategy focused organization** and an **organization of excellence**.

The information that follows focuses on the present – it highlights the current RCMP environment and the factors influencing our capacity to meet our performance expectations in the past year.

## PERFORMANCE ENVIRONMENT

The RCMP has a number of roles to play in a complex working environment, and in response to a wide array of clients/partners:

- a **national leadership role** – forging law enforcement partnerships, to combat organized crime
- a role in **contributing to the prevention and reduction of crime and victimization** – providing for safe homes and safe communities, as a precondition for social cohesion and the social union framework
- a **cooperative and coordinating role** – working with other federal departments and agencies involved in the enforcement of federal statutes
- an **integrating role** – sharing law enforcement investigative tools and information for Canadian law enforcement agencies – mainly through our National Police Services
- an **international profile** and presence – representing Canadian law enforcement and Canadian values on the world stage
- a **role contributing to national unity and Canadian Culture** – by supporting community events/activities, such as The Voyage of Rediscovery – St. Roch II in July 2000

The RCMP also plays a role as a **participant** on 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 developed 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
- 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



### PERFORMANCE CONSIDERATIONS - contextualizing the outcomes

The following are some of the factors affecting the day-to-day activities of the more than 20,000 employees dedicated to our (**Safe Homes, Safe Communities**) goal and our ability to define outcomes for all levels of operational effort.

- **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 – in social development initiatives and community wellness and the like.
- **Public safety** is shaped by a **whole range of factors** not just by crime – it is a quality of life issue. The factors include: an aging Canadian society, 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.
- Because crime indicates broader social problems, **police do their work in partnership** with many other players, who contribute solutions to shared problems, and have an impact on crime reduction. 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 our **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. As a result, the performance picture is often skewed – both successes and shortcomings are a collective responsibility.
- It is difficult to **establish annual performance targets for each partner** – successes need to be judged in terms of multi-year trends and assessed in light of **some other key RCMP roles** we perform.
  - **gatekeeper** for the criminal justice system – the

police are the first contact for people as victims, witnesses or offenders

- **contributing partner** to the strategy of reducing motivations for criminal behaviour
  - **lead role** in deterring crime through law enforcement
  - **key partner** in developing strategies for 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
    - broader responsibilities and involvement in many non-crime problems.
  - It is also important to note that increases or decreases in officially reported crime may **not necessarily reflect the true nature** of law enforcement performance – increased crime rates can result from increased reporting due to public trust/confidence in police.
  - However, in response to public and media interest we continue to 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).<sup>1</sup>
- In sharing our performance story with the public, we continue to **strive for improved reporting practices** but the process is evolutionary and major advances cannot be addressed in any one performance report.

### FACTORS INFLUENCING/DRIVING PERFORMANCE

The RCMP performance in 2000/2001, has been influenced by a number of external and internal challenges that have shaped the face of policing in this year.

#### External Factors:

##### • **Destabilizing Forces**

Global pressures are destabilizing nations, regions and entire continents. Peace-building operations increase in number and complexity, involve more civilian personnel and challenge the capacity of government and non-government organizations to re-establish fundamental institutions. In the past year, Canada has nearly doubled the number of its deployed police officers abroad.

##### • **A Connected World**

The new global economy is characterized by liberalized

trade, internationalization of financial institutions, a global financial system, direct consumer participation, and fewer, more uniform economic policies and regulatory controls. Continued economic integration increases border permeability, has resulted in a global market and trading infrastructure that provide routes for both licit and illicit goods.

##### • **Moral Questions**

Ethical and legal implications of scientific developments, particularly genetics, privacy, the use of human cells or human-developed life forms, etc, have yet to be fully explored, understood and publicly debated.

##### • **Technology Challenges**

Technological advances, the internationalization of banking, and direct consumer access have led to new

and increased opportunities for white collar crime, economic terrorism and the integration of crime-controlled financial institutions. Incidents around the globe demonstrate the vulnerability of businesses and consumers to even unsophisticated attacks.

Advanced technology is now accessible to a range of groups, organizations and individuals regardless of ideology, motivation, ethics, location and level of sophistication. Wirelessness is spreading connectivity to areas previously out of reach, leading to misuse, manipulation and exploitation.

- **Power Shifts**

We have seen increasing shifts in political power – from the national to supra- and sub-national levels. Power is also flowing to non-governmental organizations, multinational corporations and international associations that work effectively across borders. Global city states with economic and political clout are demanding increased influence, challenging traditional power relationships among governments, and between federal institutions and governments.

- **Public Trust**

Public confidence in traditional government and democratic institutions has steadily eroded with a corresponding decline in deference to authority. The result has been a rise in behaviours that challenge societies' elites, as witnessed by the backlash against globalization. Canadians are reporting low levels of trust in elected officials and public institutions, and are concerned over declining ethical standards of business. They are more likely to question authority and more willing to adopt nontraditional forms of political action.

- **Security in a Global and North American Context**

The number of international fora hosted by Canada and demand for elected officials to travel abroad, is increasing requiring stringent security initiatives. International meetings have also proven to be magnets for protest, providing a point of convergence for a wide range of causes.

North American integration holds challenges for Canada, particularly in connection with increased economic integration, the environment, homeland defence and the border. Many tensions within North America relate to crime, security and border permeability. Homeland security is high on the agenda of a Republican presidency and Congress.

And, terrorism continues to be a threat throughout North America. While the overall number of international terrorist incidents has declined since 1980, the casualty rate and the proportion occurring within the continent has risen. Equally troubling is the unpredictability of terrorists, especially in light of their pursuit of high consequence/high impact events.

- **The Changing Face of Society**

- Immigration has outpaced our natural birth rate since 1996. We have one of the highest percentage of foreign-born nationals among large industrialized countries – diversity is most visible in cities – over three quarters of immigrants choose to settle in major urban centres.
- More than 70% of Canadians live in urban areas - Canada's population is greying with an estimated 3.8 million over 65 in 1999 – the elderly are more fearful of crime, often have different needs and require specialized services.
- Poverty is most intense in urban centres (up by 33.8% between 1990 and 1995) – high-poverty neighbourhoods have grown in population and geographic area – there are 50% more poor children than a decade ago.
- The Aboriginal population is increasingly young and suffers from illiteracy, high unemployment and suicide rates that are six to eight times the average. Aboriginal communities are often isolated, less educated, less equipped for new knowledge economy, poorer, and less healthy.
- Alternative approaches, such as restorative justice, are gaining momentum domestically and abroad to reduce recidivism of offenders, increase effectiveness and alleviate pressure on the traditional justice systems.
- Between 1991-96, the number of private investigators grew by 49% and by 1996, private security personnel outnumbered police officers 82,010 to 57,090.

- **Crime**

In Canada, police-reported crime declined for the eighth consecutive year in 1999 and is the lowest in 20 years. Violent crime has declined, but is still 5% higher than 10 years ago. Youth crime dropped by 7%, but violent youth crime is 40% higher than 10 years ago.

Crime groups are working across borders and cultures, and are increasingly sophisticated in the use of technology and communications. "Alliances of convenience" are forming in which participating organizations share a common goal, but different motivations. Law enforcement agencies – traditionally hierarchical, territorial and secretive – must be open, willing to share information, and to form partnerships, alliances, and new ways of doing our business.

Urban areas experience higher property crime rates and crime rates appear to be on the rise in western cities, while dropping in the rest of the country.

Crime and criminal justice are increasingly transnational, emerging on the international agenda as critical horizontal issues. International opportunities to encourage and facilitate cooperative law enforcement and justice are multiplying, highlighting the importance of building linkages and the collection and sharing of common data.

### Internal Factors

A number of factors within our internal environment also support and can negatively influence performance:

- horizontal issues – across government and the portfolio of the Solicitor General – require support
- piloting Modern Comptrollership – focusing on the elements of Leadership, Accountability and Stewardship in support of a management framework for better decision-making in police services and programs
- availability of Program Integrity Funding – to fight organized crime, to fund the federal share of additional contract policing positions, for protective operations, to address the urgent needs in radio communications and for corporate infrastructure
- implications of limited future funding for the integration of police information reporting systems
- preparations underway for the next review of the contract cost base in 2002
- the appointment of a civilian Chief Human Resources Officer to champion a strategy towards the modernization of the Human Resource systems and practices
- the recruitment and training of cadets from other Canadian police agencies, to meet a growing demand for services
- the Restorative Justice Initiative – an alternative method to the traditional “retributive” approach to determining guilt and punishment of offenders
- new legislation and jurisprudence – the police operate in a complex environment and must adapt operations to meet Supreme Court decisions, affecting, evidentiary issues, operational techniques and policing in certain communities

*This then is the “backdrop” of for our report on performance for the fiscal year 2000/2001. A complex policing environment, extensive demands of citizens and partners, and the changing face of law enforcement. It is important to situate the details of our performance (in the sections following), in light of the new performance environment of the RCMP, and the factors affecting our activities on behalf of the citizens of Canada and the numerous stakeholders/partners we work with to deliver peace, order and good government.*

## Financial Information

### RCMP Resource Inputs for 2000/2001

#### Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$ 2,459,800,000
Authorities	\$ 2,392,300,000
<b>Actual Spending</b>	<b>\$ 2,325,100,000</b>

#### Human Resources (actual FTEs utilized):

Regular, Civilian, Special Constable Members	16,938
Public Service Employees	3,504
<b>Total RCMP Employees</b>	<b>20,442</b>

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

## Business Line Performance Results

### Strategic Outcomes

The performance expectations for 2000/2001 are presented below in the Chart of Strategic Outcomes. The chart outlines our five strategic priorities (left column) identified in the new Strategic Framework. They are a re-alignment and re-focus of the priorities outlined in the 2000/2001 Report on Plans and Priorities (RPP) that guided the RCMP last year. These will

be formalized in the 2002/2003 version of the DPR. These strategic priorities are the important guideposts directing the activities of our business lines (center column).

The associated performance indicators (right column) are defined and detailed in terms of our performance accomplishments and in the rest of the document.

### Chart of Strategic Outcomes for 2000/2001

The Royal Canadian Mounted Police is committed to:		
Priorities:		As demonstrated by: <span style="float: right;">page</span>
Organized Crime  Youth	Federal Policing	1 - a reduction in the economic incentives for enterprise crime ..... 18
		2 - a contribution to a reduction in smuggling and contraband distribution ..... 19
		3 - a contribution to a reduction in migrant smuggling ..... 20
		4 - a contribution to a decline in the supply of and demand for illicit drugs ..... 21
		5 - a contribution to a reduction in economic crime ..... 22
		6 - effective enforcement of other Federal statutes ..... 23
		7 - enhanced quality of criminal intelligence and information ..... 24
		8 - effective protection & security for Canadian and foreign dignitaries ..... 25
		9 - effective international liaison and overseas activities ..... 26
International Police Services (including peacekeeping)	Contract Policing	10 - a contribution to a decline in overall crime ..... 29
		11 - a contribution to a decline in property crime ..... 30
		12 - a contribution to increased road safety ..... 31
		13 - a reduction in the level of public complaints found justified ..... 32
		14 - increased satisfaction levels of clients and partners ..... 33
		15 - a contribution to a decline in violent crime ..... 34
		16 - a contribution to a decline in youth crime ..... 35
		17 - a contribution to people's increased sense of safety ..... 36
18 - policing approaches that are responsive to the needs and culture of aboriginal communities ..... 37		
Alternative Justice	National Police Services	19 - enhanced client access to advanced forensic analysis ..... 39
		20 - enhanced client access to criminal history, fingerprint & firearms records ..... 40
		21 - effective and timely sharing of criminal intelligence ..... 41
		22 - advanced training, research and information services ..... 42
Integrated Policing	Peacekeeping	23 - timely and cost-effective provision of civilian police personnel for peacekeeping missions ..... 45
		24 - enhancement of Canada's international reputation ..... 46

# Federal Policing Services

## 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 collective objective of safe homes and safe communities in the streets of the nation and at our international borders.

We are dedicated to providing Canadians with quality federal services to ensure a prosperous and stable economy and to protecting the Canadian economy against organized crime in areas that many Canadians seldom experience directly, such as corporate crimes, fraudulent telemarketing schemes, stock market fraud and “cyberspace” crimes.

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

Our priority is to protect Canadians against organized crime, however, this presents some particular challenges because:

- organized crime maintains a low profile in the community in which they operate and enjoys little risk of detection
- their Modus Operandi makes it difficult to determine their size, scope and the impact they have on Canadians and our economy, and
- it is difficult to assess how much impact our efforts have in disrupting or dismantling organized crime.

In order to address the above challenges Federal Services Directorate:

- has established a new Organized Crime Strategy Policy Centre with the mandate to define, monitor and share knowledge with our partners, and
- will ensure that the performance goals for the Organized Crime Initiative are met and a structured accountability framework is in place.

The results will be:

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

### The short term outcomes include:

- public compliance with criminal law, and
- a welcomed by-product is often an increased financial return to government (such as increased tax revenues). These returns are often proportional to the amount invested in law enforcement.



## Federal Policing Services

### Strategic Objective:

*Safe Homes,  
Safe Communities*

### Strategic Priorities:

*Organized Crime  
Youth  
International Police Services  
Alternative Justice  
Integrated Policing*

# Federal Policing Services

## Medium-term impacts include:

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

## Broader outcomes are reflected in:

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

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

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

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

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

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

Consequently, while we continue to target illegal activities, we also focus on the upper echelons of organized crime (a process called "Targeting Upwards") as well as on organized crime networks. This strategy is the key to the disruption with the view of dismantling organized crime and their organizations.

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

## Federal Policing Services Business Line Resource Inputs, 2000/2001

### Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$623,200,000
<i>Total authorities</i>	\$638,200,000
<b>Actual Spending</b>	<b>\$611,500,000</b>

### Human Resources

Actual FTEs utilized - (24.5% of total FTEs)	5,012
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## Reduction in the Economic Incentives for Enterprise Crime

### Problem:

Most criminal activity is motivated by the ability to profit financially and, unless the assets of criminals are taken away from them legally, then they will continue to pursue their activities, especially organized crime. Estimates of the level of money laundering in Canada ranges from \$5 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 prosecuting offenders through multi-disciplinary teams across Canada, working with our key partners in 13 Integrated Proceeds of Crime (IPOC) units and strategically located satellite (POC) units
- participating with our partners in the development of the revised *Proceeds of Crime (Money Laundering) Act and Regulations*
- working with our national and international partners through the Financial Action Task Force (FATF) to generate policies worldwide to combat money laundering globally
- continuing to improve our "knowledge" capabilities through aggressive training programs and the maintenance of "on-line" information web sites

### Partners:

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

### Outputs:<sup>2</sup>

- \$23.6 million in seizures by all IPOC and satellite units
- \$10.7 million in revenue collected
- \$353,433 imposed in fines
- \$55 million in "referrals" for investigation to other law enforcement agencies and to CCRA
- 544 individuals and 10 companies charged

### 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 by seizing assets from criminals and following disposal, returning monies realized from this to the government of Canada
- intermediate results include assessments by our partners (CCRA-Tax) against the criminal element for violation of related federal statutes, further damaging their ability to profit from crime
- longer-term results lie in reducing the incentive for crime and undercutting organized crime and its harmful impact on Canadian society

### Planned Improvements:

- expanding measures to reduce the costs associated with legal disclosure
- improved evaluation system which recognizes the impact of organized crime on community safety and security, and on the IPOC initiatives as well as recognizing the full spectrum of the economic impact
- improved ability to be accountable to government by standardizing a method of file selection and prioritization, as well as reporting during and at the conclusion of cases
- develop a performance evaluation and accountability regime with our partners with respect to our responsibilities under the revised *Proceeds of Crime (Money Laundering) Act*
- develop a plan for managing the Proceeds of Crime Program in Canada

### ***Integrated Policing - Hitting where it hurts***

In March 2001, the Niagara Regional Police arrested two individuals for possession for the purpose of trafficking in a controlled substance. Following this arrest, and working in partnership with the Niagara Regional Police Force, the RCMP Integrated Proceeds of Crime Unit was successful in seizing the following assets:

- four residences
- \$300,000 in shares
- \$20,000 in RRSP Accounts
- \$108,000 Canadian cash
- \$2,400 U.S. cash
- \$76,000 Mercedes Benz
- \$10,000 Rolex watch

The total value of the assets seized - over \$1,000,000

## **2 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 estimated 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
- initiating civil actions on smuggled goods not available for seizure, thereby having the same impact as if the goods had been physically seized. (ascertained forfeitures)
- prosecuting substantive offences related to contraband tobacco and liquor products to facilitate Proceeds of Crime Investigations
- providing prevention, awareness and community policing programs to reduce the demand for contraband goods

### **Partners:**

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

### **Outputs:**

- \$65.6 million in total seizures, including: \$45.9 million of tobacco products (of which \$43.2 million were ascertained forfeitures), \$3.25 million in liquor products (of which \$3 million were ascertained forfeitures),<sup>3</sup> 15 stills, \$3.8 million in jewellery, \$5.7 million in illegal drugs, \$400,000 in conveyances
- 872 charges laid, \$200.9 million in fines levied, \$1.5 million in revenues collected, and \$193.5 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:**

- 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:**

- following successful implementation of basic Customs and Excise Training to all members of the RCMP through an “on-line” course, development of advanced training scenarios is now ongoing
- continued development/implementation of prevention, awareness and community policing programs
- continued implementation of the ASI and Customs and Excise Program Performance Frameworks
- improved strategic intelligence reporting in relation to contraband tobacco products. This supports the Federal Government’s “Federal Tobacco Control Strategy”
- as a part of the Canadian contingent, continue participation in intergovernmental negotiations of the World Health Organization Framework Convention on Tobacco Control
- developing in partnership, an MOU with CCRA, Excise Duty and Taxes Directorate, to formalize our enforcement relationship under the Excise Act

### ***Partnering Against Organized Crime***

The increasing participation of organized crime groups in the illegal international movement of tobacco products has gained significant attention in both Europe and Asia. The situation within the European Union countries has developed to the point that in February 2000, Italy proposed a project calling on G-8 member states to tackle organized cigarette smuggling.

In North America, recognition of the involvement of international criminal organizations in cigarette smuggling prompted Canadian and American law enforcement agencies to examine the vulnerability of North American to this type and scale of illegal activity.

The RCMP, CCRA, ATF, and USCS reached an agreement to produce a Canada/US Tobacco Assessment. In addition, an ATF analyst has been seconded to the RCMP to facilitate the analysis which is scheduled for completion for the middle of August 2001.



## 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 to facilitate 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

### Outputs

Screened over 37,786 refugee claimants under international conventions, as requested by CIC

- screened approximately 1,174 applicants from Eastern Europe and Asia fitting profiles of persons tied to organized crime, past criminal activities, and terrorist links who were referred by CIC
- removed a total of 80 high risk persons arrested across the country
- escorted 25 immigration related prisoners to other countries
- undertook 801 smuggling related cases
- seized 1,227 fraudulent travel or identity documents.
- deterred 323 inadmissible migrants from entering Canada
- value of items seized was in excess of 19 million dollars

### 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 Canadian destination, therefore reducing the cost to Canadian social and legal infrastructures

### 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

### *Staunching the Flow of Human Misery*

“Project Omit” is a smuggling investigation involving the RCMP, the United States Immigration Naturalization Service, the United States Attorney General’s Office, the United States Border Patrol, Citizenship and Immigration Canada and the Korean National Police.

This eight month long investigation resulted in the dismantlement of a smuggling organization operating in southern Ontario. The highly-structured and ruthless criminal organization was actively involved in the smuggling of Korean and Chinese migrants from Asia through Canada to the United States. Not only was this group responsible for smuggling in excess of 1,200 illegal migrants in the past year – they evaded our tax system, abused our social services and preyed on the vulnerability of those looking for a better life.

## 4 Contribution to a Decline in the Supply of and Demand for Illicit Drugs

### Problem:

The harmful consequences of drug abuse include physical, emotional, economic and social harm 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:

- disrupting criminal organizations responsible for the importation and supply of illicit drugs in Canada
- disrupting supply routes and preventing illicit drug production and distribution across Canada
- reducing drug abuse through prevention and public educational initiatives

### Partners:

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

### Outputs:<sup>4</sup>

During 2000, in RCMP jurisdictions:

- 47,450 drug offences were investigated
- drugs with a street value of \$924 million were seized including: \$87 million in heroin (173 kilograms); \$234 million in cocaine (2.3 tonnes); \$448 million in cannabis and \$155 million in other drugs
- over \$1 billion 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 such as Aboriginal Shield and Drugs and the Workplace continued to increase across the country, with continued growth in the D.A.R.E. 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 drug 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 within Canada 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 abuse programs and services to youth, communities and workplaces that are designed to reduce demand and promote a drug-free lifestyle
- continuing to focus media releases on the social, economic and other costs and harms of substance abuse, rather than the dollar value of drugs seized
- providing a greater concentration of coordinated law enforcement efforts toward major criminal organizations

### Fast Fact

Over two million Ecstasy (MDMA) tablets were seized in Canada in 2000, a five-fold increase from 1999. All levels of crime groups are vying for this new market.

There was an increase in clandestine laboratory incidents particularly in the manufacture of methamphetamine and, to a lesser extent, in the production of MDMA/MDA.

## 5 Contribution to a Reduction in Economic Crime

### Problem:

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

### Strategies/Expectations:

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

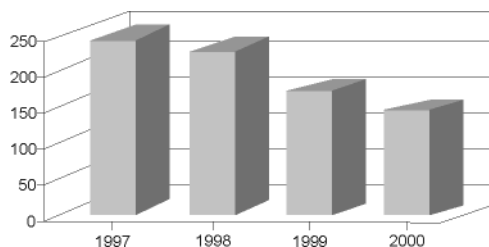
### Partners:

SGC, HRDC, Bank of Canada, Canadian Securities Administrators, Superintendent of Bankruptcy, Canadian Association of Internet Providers, Canadian Bankers Association, Deceptive Telemarketing Crime Prevention Forum, Securities and Exchange Commission, OPP Anti-Rackets and other US and international departments and agencies

### Outputs:

- The Superintendent of Bankruptcy has reduced the number of referrals as local RCMP Commercial Crime Sections are reporting that they do not have sufficient resources to pursue the majority of bankruptcy investigations. This is evidenced in the downward trend of bankruptcy investigations as follows:

**RCMP Bankruptcy Investigations**



- Developments continue to the automated trading analysis software, "*Market Integrity Computer Analysis*", in partnership with securities regulators and Canadian Stock Exchanges.
- A prioritization system called 'PROOF' was implemented. It provides for the measurement of key

performance trends. As a result, 10% of workload is directed at RCMP national priorities, 30% is directed at organized crime, and the remainder is directed at national traditional mandated investigations. Increased priority is given to repeat offenders – 52% of the current economic crime cases involve repeat offenders.

### Results:

- investigations involving Fraudulent Bankruptcy: \$1.6 billion
- Computer Crime: \$10.3 million
- Payment Card Crime: \$203 million
- National Interest Fraud: \$3.2 billion
- Securities Fraud: \$1.4 billion
- a new partnership with the OPP Anti-Rackets Division has enabled the RCMP to take a lead role in the highly successful Phonebusters Program
- the Central Bureau for Counterfeits examined 95,000 counterfeit Canadian BankNotes and 9,500 counterfeit American BankNotes with a combined value of over \$5 million dollars

### Planned Improvements:

- Economic Crime Branch is taking a strong leadership role in a new partnership with both the regulator and private sectors in the ongoing development of an Internet Fraud Reporting Centre designed to assist law enforcement and regulatory agencies combatting fraud.
- In conjunction with partners in the provincial securities commission, Economic Crime Branch has plans to enhance our securities fraud analytical capability. This will complement national and international securities fraud investigations targeting organized crime.
- The RCMP will continue to enhance the intelligence capacity of the new and integrated national telemarketing call center – Phonebusters.
- Interpol has developed the Universal Classification System for Counterfeit Payment Cards. An Economic Crime member has been selected as the Chair of the Interpol Advisory Group that will oversee the future development of this new and important system aimed at reducing the global problem of organized payment card counterfeiting.

## 6 Effective Enforcement of Other Federal Statutes

### Problems:

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

### Strategies/Expectations:

- developing intelligence on the involvement of organized crime in Canadian international airports and areas such as copyright offences, environmental crimes, and the “Diamond Initiative”
- enhancing enforcement of Copyright offences and Environmental Crime
- increasing the profile and resources of the “Diamond Initiative” to prevent organized crime from getting a foothold in the diamond industry in Canada
- reviewing selected areas of federal law enforcement that could benefit from improved coordination and consolidation

### Partners:

DFAIT, Justice Canada, Environment Canada, Industry Canada, CCRA, Canadian and foreign police agencies

### Outputs:

- 15 month study completed under the *Family Orders and Agreements Enforcement Assistance Act* . 911 investigations in total were conducted with 226 passports being seized from delinquent parents
- 203 investigations under the *Copyright Act* were conducted, resulting in 516 individuals and 34 companies being charged
- increased involvement in international partnerships through Interpol and G8 Lyon Group

### Performance Indicators:

- reduction of illegal activities relating to federal statutes, especially environmental crime and copyright offences and at the international airports
- reduced overlap and duplication in federal law enforcement

### Results:

- reduced losses of revenue to the federal government
- expansion of international and national partnerships in areas of mutual interest.

- increase in intelligence-gathering capacity and enforcement efforts in areas where organized crime is involved, including environmental crime, counterfeit goods, the diamond industry and at the international airports

### Planned Improvements:

- ensuring the new uniform Airport Federal Enforcement Section (FES) positions at Vancouver, Toronto and Montreal direct their efforts on combatting organized crime at these locations
- completion of the final report for the *Family Orders and Agreements Enforcement Act* with followup on recommendations
- continued improvement of international and national partnerships
- further intelligence gathering in the areas of environmental crime, copyright offences, diamond issues and at the international airports

### Partnerships - A Success Story

The RCMP Federal Enforcement Section at Toronto West Detachment was successful in investigating a \$23,000,000 fraud by a business and technology school designed and used as a front to obtain millions of dollars from the Canadian and Ontario Student Loans Programs. Candidates for loans were actively recruited from the Nigerian, Jamaican, Somalian and Ghanian communities.

Working in partnership with CCRA, CIC, HRDC, CIDA and the Ontario Ministry of Education, the RCMP were able to charge 7 individuals with fraud, obstruction of justice, attempted obstruction of justice and preparation of false documents.

## 7 Enhanced Quality of Criminal Intelligence and Information

### Problem:

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

### Strategies/Expectations:

Strategies of the RCMP Criminal Intelligence Program include:

- assessing and measuring the relative threats of organized criminal groups
- enabling transnational crime and terrorism to be countered at their sources
- identifying trends in transnational crime and tracking structures, networks, methods of operation and vulnerabilities of criminal organizations and terrorist groups
- improving intelligence capacity

### Partners:

SGC, PCO, CISC, CIC, CACP, Interpol, Europol, P8 Senior Experts Group on Transnational Organized Crime, Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States, International Association of Chiefs of Police, International Association of Intelligence Analysts, and counterparts in the US, England and Australia

### Outputs:

- prepared the Annual Report on Organized Crime in Canada, in partnership with CISC
- identified priorities and targets for combatting organized crime
- identified common RCMP criminal intelligence priorities and national security enforcement priorities
- produced and disseminated 2 Strategic Intelligence Assessments and 11 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 courses, criminal extremism courses and approximately 70 intelligence workshops
- conducted 1,327 Security Offences threat assessments pertaining to Canadian and foreign dignitaries and 984 pre-appointment background checks on prospective government appointments

### Performance Indicator:

- satisfaction of key partners and clients

### Outcomes:

- overwhelming satisfaction by users of Strategic Intelligence Assessments
- 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
- better quality criminal intelligence on common priorities as they overlap locally, regionally, nationally or internationally
- more effective, cooperative working strategies to combat organized and serious crime
- improved capacity to manage sensitive criminal information

### Planned Improvements:

- ensuring that the intelligence function serves the needs of the entire organization and extends across jurisdictional and command structures, by an ongoing dialogue across the RCMP
- improving the scope and quality of information input into the shared intelligence systems
- 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 our capacity to respond to major public order incidents

### Criminal Intelligence Program

Further information may be found at:

[www.rcmp.ca/crim\\_int/ci\\_main\\_e.htm](http://www.rcmp.ca/crim_int/ci_main_e.htm)

## **8 Effective Protection and Security for Canadian and Foreign Dignitaries**

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**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/Expectation:**

Providing Canadian and foreign dignitaries with protective and security services

**Partners:**

Prime Minister's Office, PCO, DFAIT, Heritage Canada, CSIS, National Capital Commission and local police services

**Outputs:**

- protection was provided to the Prime Minister and his family for 150 national and 37 international trips
- other Canadian dignitaries took 381 trips and were provided with protection in each instance
- a total of 307 foreign visitors were protected during their sojourn in Canada
- foreign diplomats posted to Canada benefited from protection for 195 domestic trips
- protection was provided for 28 major events

**Performance Indicators:**

- a record of visits and events occurring without incident
- client satisfaction
- sound stewardship of assigned resources

**Outcomes:**

- 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 2000/2001
- 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.

***Public Order Preparedness***

Feedback from Canadian agencies and foreign observers indicated that the Organization of American States General Assembly, held in Windsor in June 2000, raised the bar for public order preparedness. Lessons learned during the Assembly were instrumental in the preparations for the Summit of the Americas in April of 2001.

## 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:

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

### Outputs:

- The Liaison Officers have assisted Canadian and foreign police agencies in major international drug, proceeds of crime, commercial crime and immigration investigations. This assistance resulted in over 41,160 transactions (requests received and assistance provided) with Canadian and foreign counterparts.
- In 2000/2001, Interpol Ottawa dealt with over 61,000 transactions in providing assistance to Canadian and foreign police on matters including fraud, forgery, theft, drug, smuggling, illegal immigration, missing persons, assault, auto theft, fugitive apprehension, dissemination of child pornography, stolen works of art and next of kin notifications.
- In 2000, two workshops were held. One in Vancouver for Asia-based Liaison Officers and the other, in Ottawa, for the Europe-based Liaison Officers.

### Performance indicators:

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

### Outcomes:

#### *The Liaison Officer program:*

- 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.

### Planned improvements:

- continue to be more proactive on the international scene to effectively thwart the impact of organized crime on the Canadian population by developing contacts within the intelligence community in Canada and abroad

### ***Integrating our resources – A Recipe for Success***

Eight Liaison Officers contributed to the success of this operation launched in 1999 by federal enforcement officers in conjunction with the RCMP, CCRA and Memphremagog Police Investigators. Operation Chevalin targeted organized crime activities and led to the seizure of 3,643 kilos of hashish.

All the subjects arrested as part of this operation have been charged under the *Controlled Drugs and Substances Act*, and the *Proceeds of Crime Act*.

## Contract Policing Services

The services provided by this Business Line are a result of policing agreements between the Federal Government and eight of the provinces, the three territories, over two hundred municipalities, sixty-five Aboriginal communities<sup>5</sup> and three airports. The agreements with the provinces, territories and municipalities are for twenty years and are in effect until 2012. The agreements with Aboriginal communities and airports vary in duration. Contract Policing Services will develop a plan in the medium term for review of the agreements in 2007 and a framework for negotiations for 2012.<sup>6</sup>

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

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

By listening to our clients and partners, the policing services we deliver under contract are better tailored to the needs and priorities of each community. By learning from pilot projects and best practices, we continuously improve the quality of the services we provide.

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 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<sup>7</sup>
- 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.

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)<sup>8</sup> statistics gathered by the Canadian Centre for Justice Statistics (CCJS).<sup>9</sup>



## Contract Policing Services

### Strategic Objective:

*Safe Homes,  
Safe Communities*

### Strategic Priorities:

*Organized Crime  
Youth  
International Police Services  
Alternative Justice  
Integrated Policing*



## Contract Policing Services

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 2000/2001 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.

### Our Strategies Include:

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- 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
- targetting high-risk offenders to prevent re-offending or "recidivism"
- forming partnerships
- promoting public education and awareness

### Contract Policing Services Business Line Resource Inputs, 2000/2001

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#### Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$1,227,700,000
<i>Total authorities</i>	\$1,257,300,000
<b>Actual Spending</b>	<b>\$1,218,500,000</b>

#### Human Resources

Actual FTEs utilized - (54.7% of total FTEs)	11,178
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# 10 Contribution to a Decline in Overall Crime

**Problem:**

Crime reported to the police continues to be a concern for Canadians despite an overall decline in police-reported crime rates for the ninth consecutive year.<sup>10</sup>

**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 emphasizing crime prevention through social development
- reviewing and reinvigorating the various social development strategies, such as the RCMP Drug Awareness Program, to ensure their effectiveness and relevance to overall community wellness initiatives

**Partners:** Health Canada, HRDC, Environment Canada, National Crime Prevention Centre, community and neighbourhood organizations, religious organizations, local businesses, the voluntary sector, local governments, concerned citizens and social agencies

**Outputs:**

Highlights of crimes reported in 2000 to the RCMP<sup>11</sup> are:

- Total actual offences<sup>12</sup> increased slightly (by 2.5%) to 1,163,449.
- Total **Criminal Code** offences (excluding traffic offences) increased by 2% to 766,628. Included in this category are:
  - **Other offences** (a diverse group of offences ranging from bawdy houses to arson and kidnapping) which makes up 45.8% of the total and is a 3.8% increase from last year
  - **Violent crime** (homicide, assault, sexual assault and abduction) which makes up another 12% of the total offences, increased slightly (by less than 1%) to 93,341 offences
  - **Property crime** (break and enter, thefts, frauds, etc.) which makes up about 42% of the total, decreased by 2.9% to 321,849 offences
- **Federal statute** enforcement, other than the Criminal Code, is reported under the Federal Policing Business Line. A general category of federal offences (which excludes drugs) covering everything from the Immigration Act to the Prairie Grain Act (see [www.rcmp.ca/overview.html](http://www.rcmp.ca/overview.html) for the major statutes we administer), increased by 8.9% in 2000 to reach 71,405 offences.

- **Provincial statute and territorial ordinance** enforcement (excluding traffic offences) decreased by 2.9%, to 217,444 offences.
- **Municipal by-law** offences (excluding traffic) increased by 13% over 1999 to 61,118.

**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

**Community Policing - Complex Issues, A Multi-Faceted Approach**

Responding to the needs of larger populated centres, the RCMP has established an Urban Policing Section at its Headquarters in Ottawa. Through the co-ordination of this municipal policing liaison service, the RCMP will ensure that its training and policies respond to emerging needs in urban community centers.

In partnership with health community workers, personnel from Contract Policing have launched a police education initiative to provide RCMP members with the necessary understanding and skills to work effectively with clients with fetal alcohol syndrome/fetal alcohol effects.

## 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 1999 and 2000, RCMP jurisdictions found:

- Break and Enters increased slightly by less than 1%; the number of charges against youths showed a 3% decline.
- Theft over \$5000 and under \$5000 decreased by 24.9 and 10.6% respectively.
- Frauds declined by 5.9% overall, while credit card frauds fell by 8.7%.
- Auto Theft decreased by 3.6% while theft from autos showed a slight increase of less than 1%.

**Performance Indicators:**

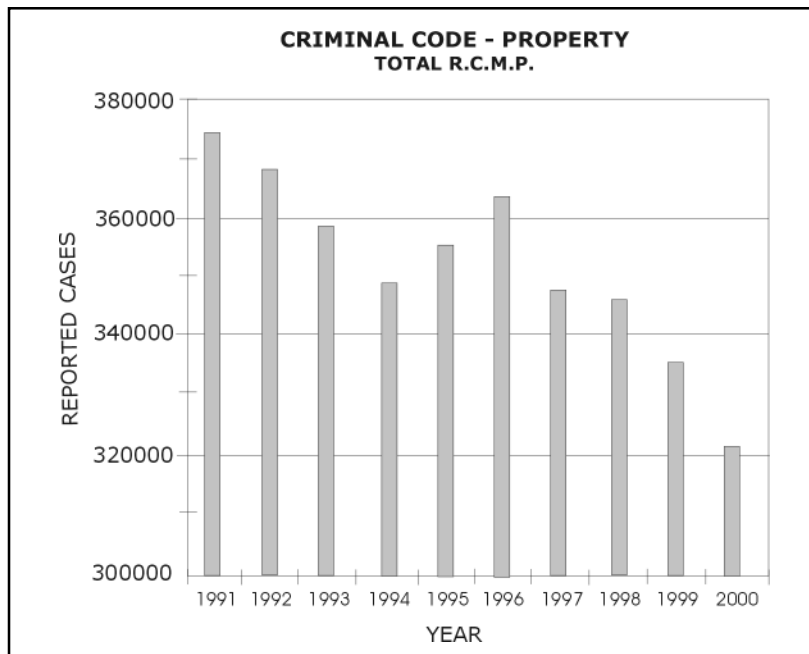
- trends in statistics on property crime
- trends in the demand for crime prevention/education programs
- trends in reporting of crime

**Results:**

- property crime in areas policed by the RCMP has declined substantially over the past year. Reasons may include:
  - police-community partnerships 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 in the area of e-commerce, focusing greater attention towards this new form of property crime, especially where it is influenced or committed by organized crime
- increased emphasis on crime prevention and education programs for at-risk youth (See 16)



# 12 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.<sup>13</sup>

**Strategies/Expectations:**

- developing and delivering traffic law enforcement and education programs designed to increase the use of seat-belts and child restraints<sup>14</sup> and to reduce the incidence of impaired driving

**Partners:**

Transport Canada, Canadian Association of Chiefs of Police, Canadian Council of Motor Transport Administrators and federal, provincial and territorial departments responsible for road safety

**Outputs:**

During 2000, in areas policed by the RCMP:

- A new approach to Traffic Services, dedicated to improving public safety on our roadways, was introduced. Training of RCMP members, which commenced in Alberta, is being rolled out nationally and focuses on partnerships, problem-solving and improved data collection
- 1,193 persons were killed in crashes which is an increase of 1 fatality over the previous year.
- Collisions increased by 5.5% from 1999 with 45,328 people receiving injuries (an increase of 9.9%)
- Selective traffic enforcement and education programs raised the seat belt wearing rate in specific jurisdictions<sup>15</sup>
- The number of offences for impaired driving rose sharply by 59.2% to 31,197<sup>16</sup> while persons charged with driving with a blood alcohol level in excess of 80 mg decreased by 15.6% to 12,078.

**Performance Indicators:**

- trends in crashes resulting in death or serious injury
- trends in use of occupant restraints
- trends in impaired driving

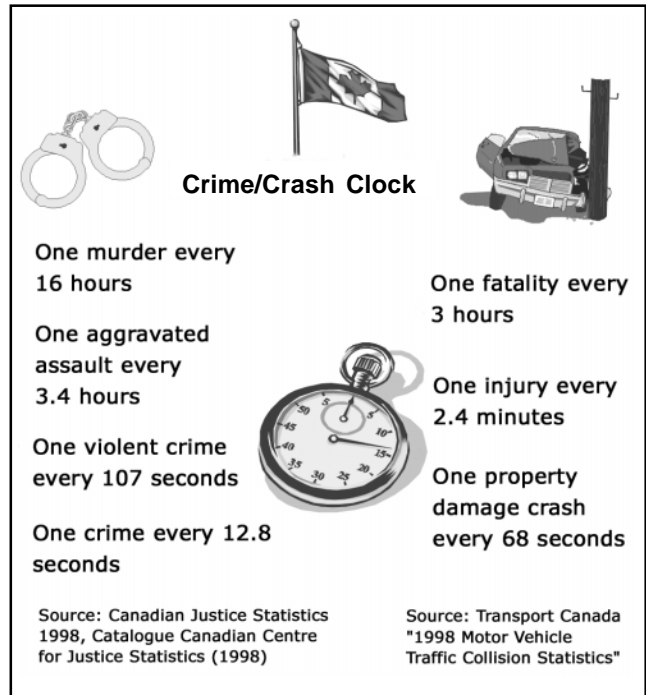
**Results:**

- The completion of training for all members of Traffic Services in the province of Alberta on the new approach in service delivery has lead to the development of new partnerships and a focus on problem-solving.
- Guided by the Alberta experience, provinces are putting structures in place to implement the new National Traffic Program in advance of undertaking training.

- As the new approach to Traffic Services rolls out nationally, there is a shift away from enforcement that focuses on speeding to a problem-solving, partnership approach that blends enforcement and education with an emphasis on impaired driving and use of occupant restraints.
- The increase during 2000 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.

**Planned Improvements:**

- Training of all RCMP Traffic members in the new approach to service delivery which is expected to improve the seat belt wearing rate and reduce the incidents of impaired driving.
- The RCMP is currently examining new ways of collecting and disseminating accurate data that will be relevant to the delivery of Traffic Services.
- The RCMP and its partners will conduct seat belt and night time drinking surveys in rural areas across Canada to establish baseline data from which performance measures may be taken.



*Impaired Driving is the leading Criminal cause of death in Canada*

## 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 inappropriate conduct by RCMP staff. 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 (DSRRs) and the Commission for Public Complaints Against the RCMP

### Outputs:

- 1,805 complaints were made by the public under Part VII of the *RCMP Act* which authorizes any member of the public, whether or not affected by the subject-matter of the complaint, to lodge a complaint about the on-duty conduct of any member or other person appointed or employed under the *RCMP Act*. This is a decrease of 18.5% over 1999.
- Of the total number of public complaints, 13% were withdrawn, while 33% were dealt with informally and about 54% were handled through a formal process, either internally by the RCMP or, externally by the Commission for Public Complaints Against the RCMP<sup>17</sup>

### 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 and reporting system throughout the RCMP

### *Effective Communication and Partnership Enhances Public Safety*

Throughout 2000/2001, the RCMP has been working collaboratively across business lines, with division personnel, DSRRs and the Commission for Public Complaints representatives to incorporate their recommendations concerning public safety into RCMP policy and training in first responder first aid and police pursuits.

For information about our partners, visit the following websites:

RCMP Division Staff Relations Representative Program:  
[www.rcmp.ca/html/dsrr.htm](http://www.rcmp.ca/html/dsrr.htm)

Commission for Public Complaints Against the RCMP:  
[www.cpc-cpp.gc.ca](http://www.cpc-cpp.gc.ca)

## 14 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
- selection appropriate cadets
- fostering 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.
- An extensive Aboriginal Policing Review was conducted 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 is available by contacting the officer in charge of National Aboriginal Policing Services.

### 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% of Albertans felt the RCMP does an excellent or good job in preventing crime and in helping victims of crime, while over 80% 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 increase, 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 and 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 Police Services Agreements, to ensure our services and delivery methods remain relevant to the needs of our clients
- preparing for the review, in 2007, of the twenty year Police Services Agreements
- developing a more cost effective model of policing in the lower mainland of British Columbia which could have application to other contract jurisdictions throughout the country
- responding to the report on Aboriginal Policing which will benefit those communities and all Canadians

**Problem:**

Canadians are increasingly fearful of being victims of violent crime.<sup>18</sup>

**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
- focusing on the reduction of school violence
- sharing offender information (i.e., ViCLAS - see below)

**Partners:**

Health Canada, HRDC, Correctional Service of Canada, provincial agencies, communities, prevention organizations, victims services organizations, other police agencies and schools

**Outputs:**

During 2000, in those areas across Canada served by the RCMP:

- Violent crime charges increased fractionally (by less than 1%) to 93,341 which is less than the 3% increase in the national average.
- Total persons charged with homicide or attempted homicide decreased (2.7%) to 245 which is contrary to the national rate which increased in the majority of provinces.
- The total number of assaults, increased slightly (1.5%) to 88,666, although 75% of this number involves Assault Level I ("non-serious assault").
- Weapons offences increased by 3.5% to 8,606.

**Performance Indicators:**

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

**Results:**

- Violent crime while increasing only fractionally in areas served by the RCMP, still remains at an unacceptably high level at 12% of all *Criminal Code* offences in 2000.
- Law enforcement responses to violent crime in progress and services to victims of violence continues to remain our focus in our goal of **Safe Homes, 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 49,960 new cases entered during 2000 for a total of 125,078.

**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

### ***Innovations in Crime Prevention***

In January 2001, the RCMP undertook a capacity building initiative, through the sponsorship of a National Crime Prevention and Drug Awareness Workshop. The Workshop was dedicated to designing an improved response to crime prevention with particular emphasis on early intervention and social development. This initiative is expanding with the involvement of various federal and provincial partners and community volunteers.

In communities throughout the country, the RCMP is working in partnership with government and community leaders in the development of community plans to address issues such as: homelessness; violence; fetal alcohol syndrome/fetal alcohol effect; youth; mental health; and pathologically intoxicated persons.

# 16 Contribution to a Decline in Youth Crime

**Problem:**

Despite a decline in overall police-reported crime in Canada, 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 and engaging 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, provincial and territorial departments and agencies, other police agencies, non-governmental organizations and community volunteers

**Outputs:**

During 2000, in areas policed by the RCMP:<sup>19</sup>

- The number of *Criminal Code* charges (excluding traffic) against young offenders increased by 3.5% to 26,840. This is slightly higher than the national trend which also increased by 1%, after decreasing for 8 consecutive years.
- The number of youths not charged increased substantially, by 44.7%, to 32,018.
- The total number of charges for all types of assaults increased by 8.9% to 4,727.
- The number of youths not charged for assault also increased by 57.5% to 4,967.

- 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 focusing on the root causes of offending behaviour, and using culturally appropriate, alternative justice approaches with young people who have offended, appears to hold promise as an approach that will reduce the number of youth entering the formal justice system
- youth are socially engaged in their community.
- ongoing dialogue between youth and police
- the growth and success of DEAL (Delivering Education and Awareness for Life ) a youth-driven website, developed under the RCMP National Youth Strategy.

**Website:** [www.deal.org](http://www.deal.org)

**Planned Improvements:**

- examining the reasons why there are changes in the official crime rate<sup>20</sup>
- implementing restorative justice initiatives, such as Community Justice Forums (CJF) to reduce recidivism, especially when targeting young offenders responsible for minor offences
- 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<sup>21</sup>
- develop methods for tracking the recidivism of youth diverted from the formal justice system



## 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, Justice Canada, National Crime Prevention Centre, Health Canada, as well as other federal departments, contract partners, community crime prevention and safety organizations and many other 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.
- 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.

### Performance Indicators:

Being fearful about 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.
- 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% felt very safe in 1999 compared to 39% 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

### ***A Canadian Strategy - Promoting, Safe, Wise and Responsible Internet Use***

The RCMP partnered with Industry Canada and others in the production of a guide entitled *Illegal and Offensive Content on the Internet* that is now available to all Canadians.

The RCMP also provided its members with a toolkit to assist them in instructing children, parents and teachers on the recognition and avoidance of Internet predation through the use of the interactive Internet-safety computer game "Missing".

# 18 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, Department of Indian Affairs and Northern Development, Citizenship and Immigration Canada, HRDC, National Crime Prevention Center, Aboriginal Nurses Association of Canada and contract partners

## **Outputs:**

- We trained additional facilitators to create and manage CJFs in Aboriginal communities, for a total of over 2500.
- The RCMP has completed 1,199 CJFs in the past fifteen months.
- 28 candidates participated in our Aboriginal Youth Training Program. In the last 3 years, 51 of 85 participants have joined the RCMP.
- An extensive Aboriginal Policing Review was conducted within all RCMP contract jurisdictions to assess expectations of and satisfaction with various RCMP Aboriginal programs and RCMP services in general. The final report was published in December 2000 and is available by contacting the officer in charge of National Aboriginal Policing Services.
- Additional training was provided to police and community members through our award-winning RCMP Suicide Intervention Program. In total, 1525 persons have been trained through 59 community workshops.
- In partnership with the Aboriginal Justice Learning Network, the RCMP has provided training to 120 police and community members in Aboriginal history and culture.

## **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% of participants in the Aboriginal Youth Training Program (AYTP) have entered the Aboriginal Cadet Development Program (ACDP).
- 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.

## **Planned Improvements:**

- efforts are underway to implement training for 60 candidates in the ACDP commencing in September 2001
- consolidation of a "Best Practices" reference for suicide prevention in Aboriginal communities
- in partnership with the Aboriginal Nurses Association of Canada and the National Crime Prevention Center, develop an action plan for Aboriginal people that will compliment the Federal Government's Family Violence Initiative
- enhance the knowledge and skills of RCMP members in Aboriginal history and culture through continuing "Aboriginal Perceptions" course training
- assessment of the various RCMP educational, community-wellness and crime prevention programs to ensure their relevance to Aboriginal communities
- provide 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](http://www.rcmp-grc.gc.ca/html/aborig.htm)

# National Police Services

## National Police Services

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

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

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

- criminal records
- fingerprints
- forensic imaging
- gun registration, and
- missing children

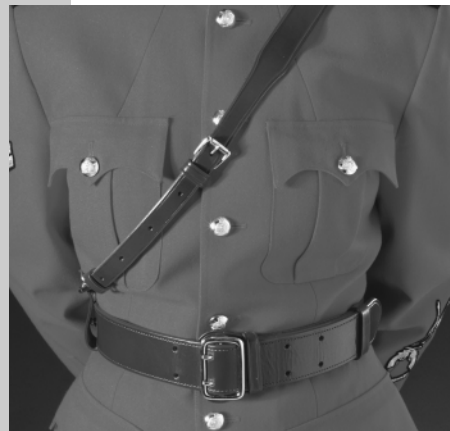
The facilities and systems of Criminal Intelligence Service Canada enhance the sharing of criminal intelligence and the promotion of inter-agency cooperation.

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.



## National Police Services

### Strategic Objective:

*Safe Homes,  
Safe Communities*

### Strategic Priorities:

*Organized Crime  
Youth  
International Police Services  
Alternative Justice  
Integrated Policing*

### National Police Services Business Line Resource Inputs, 2000/2001

#### Financial Resources (Total Gross Expenditures):

Planned Spending (Estimates Part II)	\$329,300,000
Total authorities	\$251,300,000
<b>Actual Spending</b>	<b>\$244,300,000</b>

#### Human Resources

Actual FTEs utilized - (7.1% of total FTEs)	1,445
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# 19 Enhanced Client Access to Advanced Forensic Laboratory Services

## 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 to reduce the national caseload backlog and to improve average response times
- to work towards ISO accreditation of all six operational laboratories

**Partners:** Canadian police investigators, crown counsel, federal and provincial departments and agencies, a fully-accredited private sector DNA laboratory

## Outputs:

- 10,231 forensic cases (15,033 requests for examination), of which 28% involved violent crime and 6.8% counterfeit currency, payment cards and travel documents, potentially associated with organized crime. 3,200 subpoenas were received which resulted in excess of 1000 court attendances.
- 2,581 biology (DNA) cases were analyzed.
- the National DNA Data Bank preparation project was completed and the Data Bank commenced operation on June 30, 2000. In the first 9 months, 5 crime scene to crime scene and 12 offender to crime scene matches had been made.
- the first (Edmonton) laboratory was accredited by the Standards Council of Canada. Four other laboratories have undergone accreditation audits.

## Performance Indicators:

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

## Results:

- shorter investigations
- lower investigative costs
- successful identification and/or elimination of suspects
- links established among victims, suspects and crime scenes
- a contribution to speedy justice
- high rate of client satisfaction with services

## Planned Improvements:

- streamline casework management to avoid work of limited probative value and to avoid duplication of work
- capitalize on the experience and insight of the 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

### *Cooperation on the Global Stage*

In Angola, the rebel UNITA group has waged a bloody civil war since 1975. In spite of the Lusaka Protocol (1994), prohibiting the sale or delivery of arms and military equipment to UNITA, they continued to procure military equipment using both genuine or counterfeit documents.

UN officials requested that Gilles Poulin of the RCMP's National Police Services Forensic Laboratory at Halifax examine arms acquisition documents originating from the Republic of Togo and Burkina Faso. These documents were to be presented to Bulgarian and Romanian arms dealers. Working in both Africa and Europe with the cooperation of local authorities, he showed that the documents from the Togolese Republic were counterfeit.

Mr. Poulin's help was lauded by UN officials, "His outstanding work was crucial for the completion of our investigation about the arms trafficking to UNITA and allowed us to identify the main actors involved in this illicit business." The Canadian Ambassador added, "The work undertaken by Mr Gilles Poulin, in particular, was greatly appreciated and was most helpful to produce a report to the Council that was based on the firmest possible evidence. Throughout our two-year term of the Security Council we attached particular importance to making sanctions an effective instrument of Council action. The technical assistance the RCMP provide made a real contribution towards the realization of that objective".

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

### Problem:

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

### Strategies/Expectations:

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

### Partners:

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

### Outputs:

- management of 3 million criminal record files
- 27 million criminal record queries made by police
- 425,000 criminal record files updated
- 119,000 requests for non-criminal fingerprint screening
- 39,000 criminal record transactions in support of the Pardon program
- Missing Children's Registry contributed to the recovery of 580 children and 600 files were opened to total more than 1,500 open files
- 325,500 searches of fingerprints by the Central Fingerprint Repository in response to inquiries
- 5,400 criminals identified through fingerprints found at crime scenes and searched against the Central Repository, through the central site and 14 Automated Fingerprint Identification System (AFIS) sites across Canada
- the DNA Collections Project Team retroactively obtained approximately 6,200 DNA samples from criminals resulting in 15 identifications

### Performance Indicators:

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

### Outcomes:

- more timely police and law enforcement investigations, thereby contributing to more efficient and effective policing services for Canadians
- quicker identification of suspects who are removed from our streets

### Planned Improvements:

- improve CPIC through furtherance of the CPIC Renewal Project via stabilizing, re-platforming and enhancing this 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 Central Repository
- strengthening partnerships with Canadian and international law enforcement agencies and external clients to promote the adoption and use of the National Institute Standards of Technology (NIST) standards for the electronic exchange of fingerprint and other data

### *Technology + Tenacity = Solving Crime*

In 1987, the bodies of two young girls were discovered in the area of Thunder Bay, Ontario. Evidence found at the murder scenes suggested the two homicides were linked. Partial fingerprints were collected at the crime scenes. Unfortunately, there were no matches in the search of the fingerprint database of known criminals. The crimes remained unsolved.

In 1989, an individual was arrested for impaired driving and at that time, his fingerprints were filed in a separate database but not searched due to technology restrictions.

The fingerprint system was upgraded in 1999, making it possible to quickly conduct a fingerprint search against the entire fingerprint database, which consisted of over 3,000,000 full-print sets. In early 2000, with this upgraded capacity, the Latent Fingerprint Section reviewed all unsolved murder files. By conducting a generic search against the entire database, a match was made with the left little finger of the suspect. A subsequent search connected both crimes to the suspect. A Thunder Bay area man has since been arrested for these murders and is awaiting trial.

### *Fast Facts:*

- a straightforward search of the entire 3,000,000 set database can now take as little as 1.5 seconds
- more complicated searches take from 7-25 seconds
- it used to take several hours for these searches and then, only for a specific part of the database

# 21 Effective and Timely Sharing of Criminal Intelligence

## Problem:

Organized crime is a multi-billion dollar industry affecting Canadians' health and safety, undermining the domestic economy and threatening the integrity of our political institutions. 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.

## Strategies/Expectations:

Criminal Intelligence Service Canada (CISC) is responsible for:

- providing the structure to facilitate the sharing of intelligence among all Canadian enforcement agencies
- promoting inter-agency cooperation, especially across jurisdictions
- producing and sharing quality intelligence on organized crime with national and international 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, CISC partners with over 380 agencies across Canada, CISC promotes partnerships beyond traditional law enforcement, with government departments such as CCRA, CSC and DND Military Police among others, and encourages networking with both traditional and non-traditional information and intelligence sources

## Outputs:

- through national strategies to combat outlaw motorcycle gangs and against 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 organized crime in marine ports
- maintained and promoted the Automated Criminal Intelligence Information System (ACIIS) to ensure maximum input to the database and to provide access to partners
- forged strategic partnerships with law enforcement agencies, government and the private sector
- delivered training workshops and criminal intelligence courses, including an annual national organized crime workshop for law enforcement analysts and investigators

## Performance Indicators:

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

## Results:

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

## Planned Improvements:

- continue to review the efforts of all of CISC's partners in light of the RCMP's overall strategy for dealing with organized crime
- ensuring that information and intelligence provided by CISC serves the needs of the Canadian law enforcement community
- ensuring expertise in CISC to provide information and intelligence efficiently and effectively on the national priorities and other issues regarding organized crime
- improving the response of Canadian law enforcement to the threat of organized crime through championing an intelligence-led police model

**CISC Annual Report on  
Organized Crime in Canada - 2001**  
[www.cisc.gc.ca](http://www.cisc.gc.ca)

**RCMP Organized Crime Initiative**  
[www.rcmp.gc.ca/organizedcrime/index\\_e.htm](http://www.rcmp.gc.ca/organizedcrime/index_e.htm)

## 22 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 training and executive learning, delivered at a national level.

### Strategies/Expectations:

- acquiring and applying new knowledge and expertise to prepare police officers to deal with the changing nature of organized and high-tech crime
- developing new approaches to meet the needs of police executives facing rapid social, technological and organizational change
- leading the Higher Education Network consisting of police training academies, universities, colleges and other sources of police learning
- developing national training standards for Canadian police, including First Nations police
- developing and applying new delivery systems for education and training

### Partners:

Canadian Police Research Centre, police training academies, police services, all components of NPS & Technical Infrastructure, community colleges, universities, and chiefs of police associations

### Outputs:

- trained 5% of Canada's police population by offering 119 sessions of 36 different courses, as well as conferences, seminars and workshops
- achieved full cost recovery with \$3.5 million in revenues
- launched an up-dated CPC Web site which will also serve as an infrastructure model for developing future CPC e-business

### Performance indicators:

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

### Results:

- increased the ability of police officers to obtain training and information through:
  - distance learning, and
  - the Internet
- broader outcomes include an increase in the overall level of knowledge, effectiveness and professionalism of Canadian law enforcement officers

### Planned improvements:

- continued expansion of information and training on-line
- implementation of a new strategic plan for the Police Sciences School focusing on organized crime, high-tech crime and intelligence training
- assessing recommendations by KPMG on our Business Services to determine the feasibility of implementing the "best business practices"
- a revised learning program for police executives
- Internet access to BiblioCat to all Canadian police services
- adopting the federal government model to become a learning organization

### *Just-in-Time Training*

Within hours of completing the Canadian Police College's Crisis Negotiator Course, a police officer was called upon to be the main negotiator at a crisis situation in Medicine Hat, Alberta. An armed individual having just murdered his family, had barricaded himself in a basement and was threatening suicide.

Using his newly acquired communication skills learned on the CPC course, the police officer working with the site commander and other negotiators successfully negotiated with the barricaded person. The 23 year old suspect surrendered after a 24 hour stand-off without further incident or harm.

## Peacekeeping Services

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

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

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

The RCMP delivers Canadian civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of peacekeeping and other peace support operations.

The success of Canadian participation in civilian police peacekeeping missions is shaped by external factors over which the RCMP has no control. These factors include the nature and scope of the internal conflict in the foreign country, the professionalism, leadership, standards and training of the foreign country's police, and the willingness of that country's citizens to be policed by their own police force.

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.



## Peacekeeping Services

### **Strategic Objective:**

*Safe Homes,  
Safe Communities*

### **Strategic Priorities:**

*International Police Services  
Integrated Policing  
Organized Crime*



# Peacekeeping Services

## Peacekeeping Services Business Line Resource Inputs, 2000/2001

	Funding by RCMP	Funding by CIDA
<b>Peacekeeping Operations</b>		
<b>Financial Resources</b> (Total Gross Expenditures):		
Planned Spending (Estimates Part II)		\$20,000,000
<i>Total authorities</i>		
Actual Spending		
<b>Human resources</b>		
In peacekeeping missions abroad		141 FTEs
Based in Ottawa to manage / support the program		21 FTEs
<b>International Training</b>		
Pay	\$367,816	
O&M	\$250,000	
<b>Human resources</b> (actual FTEs utilized)	6.5	

**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 2000/01 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.

## 23 Timely and cost-effective provision of law enforcement personnel for peacekeeping missions

**Problem:**

Internal conflicts in overseas countries, for which the international community has invited Canadian participation in civilian police peacekeeping and other international peace support operations, requires the timely and cost-effective selection, training delivery and management of Canadian law enforcement personnel with the necessary knowledge, skills, abilities and language profiles.

**Strategies/Expectations:**

- anticipating possible peacekeeping missions
- deploying RCMP members and other Canadian police officers to work directly with partner organizations such as DFAIT and the United Nations to promote and enhance Canadian CIVPOL efforts
- providing appropriate training prior to deployment
- providing timely and effective support to Canadian civilian police personnel deployed in peacekeeping missions
- ensuring adequate resourcing for the effective and efficient management of the program

**Partners:**

Solicitor General of Canada, 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

**Outputs:**

- Canadian civilian police personnel successfully deployed on time and within budget on 7 peacekeeping missions without incident

**Performance indicators:**

- appropriate Canadian civilian police personnel deployed in accordance with Canada's commitment to each mission's mandate
- satisfaction with RCMP management of the Canadian civilian police peacekeeping and peace support program, 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
- successful fulfilment of Canada's international commitments for peacekeeping missions, thereby enhancing Canada's international reputation

**Planned improvements:**

- strengthening partnerships as a means to address capacity building issues
- encouraging a greater participation of women in peacekeeping missions
- determining methods of providing goal-oriented and sustainable benefits to youth initiatives in the context of peacekeeping missions

***Making the World Safer***

During the fiscal period 2000/2001, Canadian police officers continued rebuilding democratic police services and civil institutions in Kosovo, East Timor, Bosnia, Guatemala and Haiti. In Canada, the release of the award winning documentaries *Mission to Kosovo: the Canadian Police Experience* and *Shadows of War* paid tribute to the hard work, dedication and compassion of Canadian civilian police officers.

For a complete list of current missions, and the Peacekeeping Annual Review, please visit [www.rcmp.ca/html/peacekeeping-e.pdf](http://www.rcmp.ca/html/peacekeeping-e.pdf)

## 24 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.

### Strategies/Expectations:

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

### 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

### Outputs:

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

### Performance indicators:

- level of demand for participation in peacekeeping missions
- number of Canadian civilian police in leadership positions on peacekeeping missions
- media reports of Canadian civilian police participation in peacekeeping and other peace support operations

### Results:

- The successful participation by 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.
- Canadian civilian police participation in peacekeeping missions improves their knowledge of the diverse cultures living in Canada, thus improving the level of delivery of domestic services.

### Planned improvements:

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

### *International Recognition*

In 2000/2001, Canadian Civilian Police Officers have held such prominent positions as:

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

## Key Reviews

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The reviews listed below are not necessarily captured in the Strategic Outcomes, however they are instrumental to the continuous improvement of our processes and, therefore, integral to the RCMP becoming an organization of excellence.

### Asset Management

A review conducted by the Audit and Evaluation Branch of the RCMP's Asset Management Systems examined asset management information and system applications used to safeguard, protect and track the various categories of assets across the RCMP. The review concluded that the Force's overall Asset Management Accountability Framework needed to be improved and expanded to include the coordinated management of asset categories under all functional areas. The review also identified the need for a comprehensive strategy for asset management information linked directly with the central financial system. As a result, efforts to consolidate and re-align asset management were expanded to include asset categories under other key functional areas. This will facilitate progress toward the development of a comprehensive accountability framework and strategy for the management of assets within the RCMP.

### Undercover Operations

A review of the RCMP's Undercover Operations examined the recruitment, training, and management of undercover resources; the adequacy and appropriateness of operational policies; and the efficiency and effectiveness of operational activities. While the review found that the Force's undercover operations were generally well managed, opportunities for improvements were identified, including the need for improved policies dealing with the availability of trained undercover operators, a more consistent and uniform application of the psychological assessment process, better quality of technical support equipment, and the development of training standards for operations involving other police agencies.

Challenges were also identified with the program's ability to meet increasing operational requirements for undercover resources from a more diverse range of linguistic, cultural and operational backgrounds. As a result of the review, the overall safety, efficiency, and effectiveness of the operations have been enhanced through continuing improvements to the program's human resource management, technical support, recruitment and training processes.

### Human Resource Performance Management

A review examined the effectiveness of the RCMP's Human Resources Performance Management policies and processes within the current structure of *Part V* of the *RCMP Act*. Although the Force's processes and guidelines for the management of performance-related problems were found to be reasonable and appropriate, a lack of directional support and guidance to managers in the application of the processes was identified as a

shortcoming. Some best practices employed both within the Force and by other organizations were identified as suggested improvements to the current system. These included the development of a User Guide Package for supervisors and managers and the promotion of a team-oriented approach with specifically trained experts coordinating and assisting managers throughout the process. As a result, progress is being made in enhancing the Force's capabilities for dealing with performance-related problems and issues.

### RCMP Intellectual Property

An intellectual property (IP) assets audit and IP policy review classified and inventoried RCMP IP assets and examined IP asset management policies and structures used in the protection, management and commercialization of Agency IP assets. The audit revealed an extensive RCMP IP portfolio resulting predominantly from R&D activities in the Forensic Laboratories Services, Technical Operations Directorate, Training/Learning and Development areas and Informatics Directorate. The audit/review also identified the need for an improved IP management policy addressing the development, ownership, protection and exploitation of RCMP IP, as well as the establishment of an RCMP Intellectual Property Office (IPO), which would support this policy, provide guidance on IP issues and timely, professional IP services to RCMP innovators. It also called for the implementation of an inventors/innovators award program and the acquisition of an IP inventory management software system. Policy implementation, acquisition of an IP management software system and establishment of the IPO are expected to be finalized by the end of the 2001/2002 fiscal year.

### RCMP National Sponsorship Program

As with many Government of Canada Departments and Agencies, the RCMP has had to explore alternate funding arrangements in the face of budgetary restraints to ensure a continued high level of service delivery and quality to Canadians. For the past decade, the RCMP has been involved in sponsorship-related strategic alliances. In the fall of 2000, the Force commissioned an outside evaluation of its National Sponsorship Program to ensure that sponsorship agreements adhered to internal RCMP guidelines, as well federal government directives. A number of recommendations evolved from the evaluation, among them: the development of a sponsorship registry; implementation of a risk management mechanism; increased communications with partners and central agencies; and the development of a financial tracking mechanism. Steps have been undertaken to address these recommendations

# Consolidated Reporting

## Consolidated Reporting

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### Material Management

Over the course of the fiscal year 2000/2001, many new policies, systems and methodologies were created to facilitate the implementation of the government-wide Financial Information System.

The following initiatives are two of the many material management initiatives undertaken with the aim of improving the cost-effectiveness of service delivery and program support:

An RCMP committee established new standards for the RCMP motor vehicles and their up-fitting requirements. The new technical standards are currently being used to acquire an initial order of fully prepped police vehicles on a test case basis. The initial test case will involve approximately 430 vehicles, equipped

and up-fitted by the manufacturers to the RCMP's new specification. Should the results of the test case prove to be beneficial, the RCMP will proceed with the development of a comprehensive Request for Proposal (RFP) to the industry in order to initiate a fair and competitive contracting process.

Given the size of the Force, its printing and imaging requirements are significant. The Printing and Imaging Initiative is designed to reduce printing and imaging costs across the organization, as well as introduce improved technology, customer service and contract management practices. The initiative has been implemented in the Central Region as well as the North West Region. The Atlantic Region will begin its implementation with "L" Division.

### Procurement & Contracting

Corporate Procurement & Contracting Services (CP&CS) represents the RCMP for every aspect of the Contracting and Procurement function. In the spirit of modern comptrollership and to ensure RCMP resources are used in the best way, CP&CS developed a new framework to delegate and centralize all contracting authority down to each of the four Regional Corporate Procurement offices. In the process, CP&CS has enhanced the critical role of contract monitoring; complete procurement forecasting and planning; expert procurement advice and project/procurement management; and national reporting. And, to facilitate the transition, CP&CS has conducted contracting courses in each Region. Additionally, the government-wide professional certification program for purchasing professionals, for which the RCMP has chaired the Steering Committee, received final approval

and commenced the delivery of its courses. CP&CS also created a management office to ensure certification internally to the RCMP.

The RCMP is proud to have exceeded its Aboriginal procurement commitments and targets for the fourth straight year, having issued over \$7.1M in contracts to Aboriginal suppliers in the calendar year 2000. This amount represents an increase of 42% over RCMP's target of \$5.0M.

The RCMP completed formal business cases on the ASD initiatives related to Food Services in the NCR. Through the findings of the business cases, three sites (CPC, HQ and TPOF) have received formal approval to proceed with a competitive solicitation to out-source these services.

### Service Improvement Initiative

The RCMP recognizes the importance of continually improving the quality of our services to Canadians. The organization has traditionally conducted client satisfaction surveys as a way of measuring the quality of its service. Improving service delivery has been an ongoing commitment and is reported in this document under "Increased Satisfaction Levels of Clients and Partners" (see Strategic Outcome # 14).

Guided by our Strategic Framework, as the Force moves to becoming a **strategy-focused organization**,

and **an organization of excellence**, the RCMP remains committed to client satisfaction and the delivery of quality services. These principles are an integral part of the RCMP management philosophy and are at the foundation of the RCMP's performance management system currently being developed using a Balanced Scorecard methodology. As well, the requirements of the Government of Canada's Service Improvement Initiative will be integrated into the client dimension of the methodology.

### 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 2000" was

submitted in May 2001 to Environmental Protection Service Compliance Division.

## Modern Comptrollership

The RCMP joined the group of Comptrollership Modernization pilots in 1999/2000 and established a dedicated program office in April of 2000. The senior management of the RCMP directed a focused approach aimed at leadership, stewardship and accountability as critical elements for the Force's participation in the pilot group. The Commissioner was directly engaged in the communications plan to deliver the principles and practices set out in the report of the **Independent Review Panel on Modernization of Comptrollership in the Government of Canada**. The Commissioner remains instrumental in driving the main themes of accountability and stewardship.

The RCMP completed two key baseline assessment studies in 2000/2001 to be able to better determine its current Comptrollership capacity and capabilities, and to better target priority improvements in management practices and modern management culture change, in support of its police programs and services. The Force employed the standard Comptrollership Capacity Check, designed and developed by the first group of Modernization pilots, to establish baselines across the range of thirty-four key management elements. The RCMP completed a tailored Financial Management and Control Framework to set out its model of management control and to better situate the Modernization vision of "appropriate control systems" within the federal government environment and in particular in support of police services. This model incorporates the best features and best practices of the Capacity Check, the Canadian Comprehensive Audit Foundation's **Effectiveness Reporting and Auditing Model**, the Canadian Institute of Chartered Accountants' **Criteria of Control Model**, and the Office of the Auditor General's **Financial Management Capabilities Model**.

These two studies were funded in part from the Modernization Innovations Fund in Treasury Board Vote 10. In addition, the RCMP completed a review of its financial accounting policies, procedures and practices in support of its roll-out and implementation of FIS. With the two baseline studies and the accounting reviews completed in 2000/2001, the Force has the tools in place to best direct management improvements over the next two years, and to measure these improvements against externally validated standards.

As part of its FIS roll-out and the move to full accrual accounting, the RCMP is undertaking studies with its divisions and regions in cooperation with contract policing partners, to better understand and explain the impacts of these accounting changes and financial management improvements under FIS on the Force's ongoing relations with its external partners. A precursor to the development of a discussion guide/framework, the RCMP completed a detailed accounting review of current revenue and receivables practices within the contract policing agreements.

The Commissioner and the Deputy Commissioner, Corporate Management and Comptrollership, continued to play important roles in the governance structures of the overall, government-wide Modernization effort. The RCMP played a lead role in the Improved Reporting to Parliament pilot project led by TBS, and received an award from CCAF for the quality of its external performance reporting.

The RCMP played a key role in the pilot efforts to centre the management improvement efforts of Comptrollership Modernization in its overall approach to support **Results for Canadians** with a citizen-centred focus on results, values and responsible spending.

## Sustainable Development Strategy

### Improving our Environmental Performance

In December 1997, the RCMP tabled its first Sustainable Development Strategy. This first Strategy presented very ambitious goals and the extensive consultation process raised the awareness of the importance of sustainable development at all levels in the organization. Our activities are summarized in a report that marks the conclusion of the first SDS time frame and therefore represents a summary of the accomplishments against the original strategy. More details can be found at the RCMP SDS Internet web page at [www.rcmp-grc.gc.ca/html/sustain1.htm](http://www.rcmp-grc.gc.ca/html/sustain1.htm).

Despite a strong commitment to sustainable development, with over 20,000 employees, 8000 vehicles and 2000 buildings, the RCMP did not fully appreciate the level of resources it would take to deliver on its goals. Staffing of positions devoted to sustainable development was not consistent across the country, nor was funding

to ensure the delivery of the strategy. As a result, some of the 1997 SDS commitments were not met. In the interim, the RCMP realized it needed to enhance the resources devoted to environmental management to ensure that our sustainable development commitments are met. There is now dedicated staff in three of the four Regions and Headquarters is staffed with four. An ISO 14001 based Sustainable Development Management System is in place and an Environmental Information Management System will soon be acquired. The RCMP realizes its shortcomings against its original SDS commitments, as well sustainable development is integral to our strategic goal of **Safe Homes, Safe Communities**. We are now taking a multi-faceted approach incorporating technology, human resources, including the integration of sustainable development into all business lines to ensure that we can deliver on the commitments made in the SDS 2000 that was tabled in February 2001.

# Consolidated Reporting

## Summary of Achievements

Priority Areas	Goals	Summary of Achievements
Hazardous Material Management		
	Prevent site contamination	Some divisions conducted UST/AST Investigation and Risk Assessment and completed a storage tank removal and upgrade program.
	Prevent the release of hazardous and toxic material and wastes	Some divisions conducted UST/AST Investigation and Risk Assessment and completed a storage tank removal and upgrade program
Contracting, procurement and fleet management		
	Adopt contracting, procurement and fleet management policies and procedures which minimize environmental impact	An aggressive alternate fuels vehicles program was pursued in which the RCMP fleet currently has: 75 Natural Gas; 43 Propane, 20 dual-fuel propane/gasoline; 16 E-85; 14 Hybrid gas/electric.
Green Building and Design		
	Minimize the environmental effect of planning, design, construction, renovation and demolition of real property projects	Green design concepts, including ground source heat pump, and material selection have been used in the design of a few new detachments.
Conserving natural resources		
	Reduce water consumption, the amount of non-hazardous waste being sent to the landfill and increase energy efficiency	A recycling program to achieve 60% waste reduction was established in one of the Central Region HQ buildings. A comprehensive energy and water tracking system was established in the Pacific Region. This will enable managers to focus efforts on problem areas An energy retrofit project is in place in the North West Region where it is expected to reduce utility costs by \$90 K per year and contribute to Green House Gas emissions reduction.
Communication and training		
	Increase environmental awareness and promote environmentally conscious behaviour	Many awareness briefings and presentations were presented to Detachment Commanders, transportation staff and property managers. A guide for Property Managers about environmental studies and legislation was created in the Pacific Region.
	Communication of environmental activities to RCMP clients, stakeholders and the public	A brochure highlighting RCMP environmental activities regarding fleet, focused on hybrid vehicles was produced A number of articles were submitted to <i>Pony Express</i> reporting on environmental activities. The Pacific Region presented details of environmental clean-up to managers of a watershed where a gun range is located.
	Compliance with environmental legislation and demonstration of due diligence by affected employees	The process of inventorying facilities to comply with CEPA and TDGA has started in some locations. Some Environmental Managers were trained in environmental compliance and due diligence.

## Financial Performance

This section contains the summary reports outlining the financial performance of the RCMP for the fiscal year 2000/2001.

This fiscal year marks the first full year of implementation of Program Integrity. In 1999/2000, following a comprehensive resource and management review of the RCMP, Treasury Board approved incremental funding for the Force in the amount of \$169 million. Of that amount, \$99 million was earmarked to restore the integrity of law enforcement programs and improve the management processes of the Force. \$70 million was identified for additional compensation and benefits for regular members and certain civilian members of the Force.

Early in 2000/2001, the RCMP presented to Treasury Board a Program Integrity Funding and Management Framework. This was followed by the submission of a number of comprehensive business plans and management improvement strategies. The spending plans and management improvement strategies were approved, and Treasury Board authorized the release of Program Integrity funding.

Program Integrity funding touched each of the RCMP business lines:

- **Contract Policing:** \$29 million was received to fund the Federal portion of the cost of additional personnel assigned to Contract Policing in eight provinces, three Territories and in excess of 200 municipalities. A considerable investment was made at the RCMP Training Academy in Regina Saskatchewan to train additional recruits. Finally, \$3 million was invested to bring RCMP holding cells to current health and safety standards.
- **Federal Policing:** \$18.8 million was allocated to Federal Policing to combat organized crime and address information disclosure costs.
- **Protective Policing:** \$15 million was directed to improve the protection of Canadian dignitaries and internationally protected persons.
- **National Police Services:** \$15 million was invested in improving police communications systems. An additional \$15 million investment was made to modernize information management and information technology (IM/IT) systems of interest to the RCMP and the Canadian Police Community.
- **Corporate Services:** \$18.2 million was invested in improving financial and human resources management and related information management systems.
- **Personnel Compensation and Benefits:** \$70 million was directed to fund an increase in pay and benefits of regular and civilian members of the Force's Law Enforcement Support groups.



### Overview

### Strategic Objective:

*Safe Homes,  
Safe communities*

Financial Performance



# Financial Performance

In addition, the RCMP participated in Government wide initiatives implementing the Financial Information Strategy (FIS) and launched a Modern Comptrollership pilot project during 2000/2001.

An additional \$46 million was authorized for the RCMP through Supplementary Estimates in 2000/2001 to fund security services at major events and Prime Minister-lead summits and RCMP participation in new programs.

Total authorities available during the fiscal year were \$2,345.7 million including \$848.6 million in vote netted

revenues. Of this sum, \$1,470.7 million was spent, resulting in an operating surplus of \$26.3 million.

The RCMP was successful in staffing its vacancies in Contract Policing and meeting its commitments related to new initiatives in Federal Policing.

The Force has updated its business plans which will be resubmitted in the Fall of 2001 with the Annual Reference Level Update of 2002/2003.

## Financial Tables and Notes

The following tables are included in this report:

- Summary of Voted Appropriation
- Comparison of Total Planned Spending to Actual Spending by Business Line
- Historical Comparison of Total Planned spending to Actual Spending Revenues
- Transfer Payments

The following tables are available on our website at:

[www.rcmp.ca/dpr/performance01e\\_b.pdf](http://www.rcmp.ca/dpr/performance01e_b.pdf)

- Capital Spending by Business Line
- Capital Projects by Business Line
- Status Summary of Major Capital Projects
- Contingent Liabilities

When reading this report, please note:

- "Planning Spending" represents the original appropriations as tabled in the 2000/2001 Estimates Part III
- "Total Authorities" represents Planned Spending plus new authorities such as Supplementary Estimates, Program Integrity funding and releases from Treasury Board Vote 5, for severance and parental leave.
- "Actual Spending" represents the actual dollars spent against the particular authority and is disclosed in the 2000/2001 Public Accounts documents.
- Due to rounding, figures may differ slightly from the totals shown.

## Financial Table 1: Summary of Voted Appropriations

### Financial Requirements by Authority ( \$ millions)

Vote	2000-2001 Planned Spending	2000-2001 Total Authorities	Actual
<b>Royal Canadian Mounted Police - Law Enforcement Program</b>			
35 Operating Expenditures			
40 Capital expenditures	1,012.6	1,089.8	1,068.1
(S) Pensions and other employee benefits - Members of the Force	150.7	129.5	124.8
(S) Contribution to employee benefit plans	245.2	251.6	251.6
	23.4	26.2	26.2
<b>Total Department</b>	<b>1,431.9</b>	<b>1,497.1</b>	<b>1,470.7</b>

**Notes:** Total authorities are main estimates plus supplementary estimates plus other authorities. In addition, \$9.2 million was available from proceeds of disposal of surplus Crown Assets, of which \$6.6 million was spent. The balance will be available as spending authority in 2001/2002.

## 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
<b>Federal Policing Services</b> (Planned)	5,119	597.8	25.4	0.0	623.2	2.7	620.5
(Authorized)	5,159	610.1	28.1	0.0	638.2	2.7	635.5
<b>(Actual)</b>	<b>5,012</b>	<b>583.5</b>	<b>28.0</b>	<b>0.0</b>	<b>611.5</b>	<b>0.0</b>	<b>611.5</b>
<b>Contract Policing Services</b> (Planned)	11,475	1,162.1	65.6	0.0	1,227.7	884.3	343.4
(Authorized)	11,468	1,191.7	65.6	0.0	1,257.3	876.5	380.8
<b>(Actual)</b>	<b>11,178</b>	<b>1,153.3</b>	<b>65.2</b>	<b>0.0</b>	<b>1,218.5</b>	<b>842.4</b>	<b>376.1</b>
<b>National Police Services</b> (Planned)	1,400	276.0	52.9	0.4	329.3	7.0	322.3
(Authorized)	1,312	225.6	25.3	0.4	251.3	7.0	244.4
<b>(Actual)</b>	<b>1,455</b>	<b>218.9</b>	<b>25.1</b>	<b>0.3</b>	<b>244.3</b>	<b>6.2</b>	<b>238.1</b>
<b>Internal Services</b> (Planned)	1,799	229.7	9.8	40.1	279.6	0.0	279.6
(Authorized)	2,889	202.6	10.4	32.5	245.5	0.0	245.5
<b>(Actual)</b>	<b>2,699</b>	<b>211.9</b>	<b>6.5</b>	<b>32.4</b>	<b>250.8</b>	<b>0.0</b>	<b>250.8</b>
<b>Peacekeeping</b> (Planned)	0	0.0	0.0	0.0	0.0	0.0	0.0
(Authorized)	0	0.0	0.0	0.0	0.0	0.0	0.0
<b>(Actual)</b>	<b>98</b>	<b>0.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>
<b>Total</b> (Planned)	19,793	2,265.6	153.7	40.5	2,459.8	893.9	1,565.8
(Authorized)	20,828	2,230.0	129.4	32.9	2,392.3	886.2	1,506.2
<b>(Actual)</b>	<b>20,441</b>	<b>2,168.3</b>	<b>124.8</b>	<b>32.7</b>	<b>2,325.1</b>	<b>848.6</b>	<b>1,477.2</b>
<b>Other Revenue and Expenditures: Non-respendable Revenues**</b>						(Planned)	18.0
						(total authorities)	22.2
						<b>(Actual)</b>	<b>22.2</b>
<b>Cost of services provided by other Departments</b>						(Planned)	73.0
						(total authorities)	101.8
						<b>(Actual)</b>	<b>101.8</b>
<b>Net cost of Program</b>						(Planned)	1,620.8
						(total authorities)	1,585.8
						<b>(Actual)</b>	<b>1,556.8</b>

**Notes:** \* Formerly "Revenues Credited to the Vote"  
 \*\* Formerly "Revenues Credited to the General Government Revenues (GGR)"

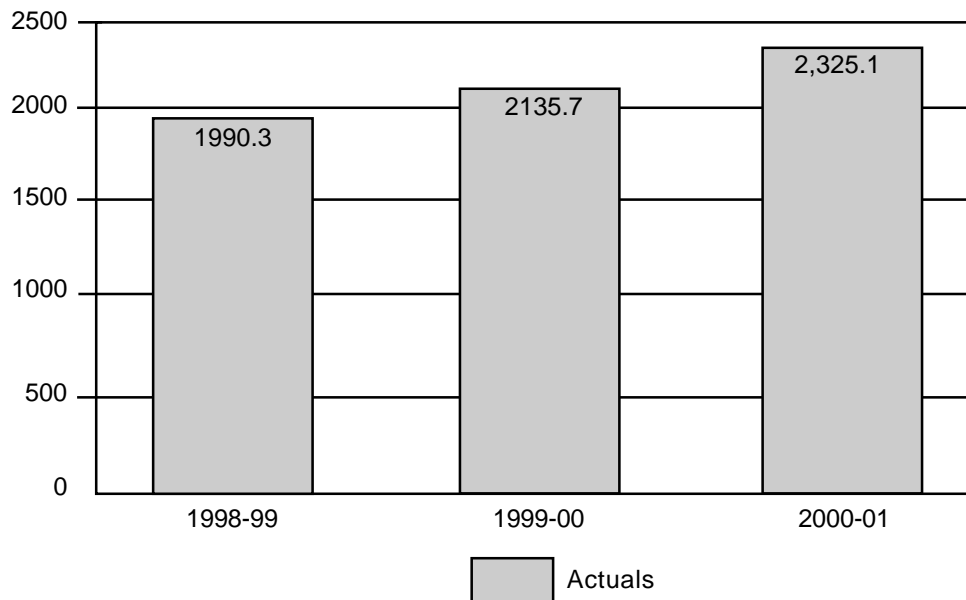
# Financial Performance

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

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

Business Lines	2000-2001				
	Actual 1998-99	Actual 1999-00	Planned Spending	Total Authorities	Actual
Federal Policing Services	533.4	569.2	623.2	638.2	611.5
Contract Policing Services	1,060.3	1,146.8	1,227.7	1,257.3	1,218.5
National Police Services	190.7	205.8	329.3	251.3	244.3
Internal Services	205.2	213.7	279.6	245.5	250.8
Peacekeeping	0.5	0.2	0.0	0.0	0.7
<b>Total Gross Expenditure</b>	<b>1,990.3</b>	<b>2,135.7</b>	<b>2,459.8</b>	<b>2,392.3</b>	<b>2,325.1</b>

### Total Gross Expenditures (\$ millions)



## Financial Table 5: Revenue

### Revenues by Business Line (\$ millions)

Responsible Revenues*			2000-2001		
Business Lines	Actual 1998-99	Actual 1999-00	Planned Spending	Total Authorities	Actual
Federal Policing Services	0.0	3.1	2.7	2.7	0.0
Contract Policing Services	756.4	780.7	884.3	876.5	842.4
National Police Services	4.0	6.0	7.0	7.0	6.2
Internal Services	0.0	0.0	0.0	0.0	0.0
Peacekeeping	0.0	0.0	0.0	0.0	0.0
<b>Total Revenues Credited to the Vote</b>	<b>760.4</b>	<b>789.8</b>	<b>893.9</b>	<b>886.2</b>	<b>848.6</b>
<b>Non Responsible Revenues**</b>					
Federal Policing Services	0.0	0.0	0.0	0.0	0.0
Contract Policing Services	0.9	0.0	1.0	0.1	0.1
National Police Services	2.0	1.3	1.5	1.3	1.3
Peacekeeping	0.0	0.0	0.0	0.0	0.0
Internal Services	12.5	10.3	10.9	13.9	13.9
<b>Subtotal</b>	<b>15.4</b>	<b>11.6</b>	<b>13.4</b>	<b>15.3</b>	<b>15.3</b>
Unplanned**	4.1	5.4	4.6	6.9	6.9
<b>Total Non-Responsible Revenues</b>	<b>19.5</b>	<b>17.0</b>	<b>18.0</b>	<b>22.2</b>	<b>22.2</b>
<b>Total Revenues</b>	<b>779.9</b>	<b>806.8</b>	<b>911.9</b>	<b>908.4</b>	<b>870.8</b>

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

\* Formerly "Revenues Credited to the General Government Revenues (CGR)"

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

# Financial Performance

## Financial Table 7: Transfer Payments (\$ millions)

	2000-2001				
	Actual 1998-99	Actual 1999-00	Planned Spending	Total Authorities	Actual
<b>GRANTS</b>					
Royal Canadian Mounted Police Veterans Association	0.0	0.0	0.0	0.0	0.0
International Association of Chiefs of Police	0.0	0.0	0.0	0.0	0.0
Survivors of members killed on duty	0.9	1.0	1.0	1.0	0.9
<b>Statutory</b>					
Pensions and other Employee benefits	26.5	21.5	30.0	15.8	15.8
Pensions under the RCMP Continuation Act to compensate members of the RCMP for injuries received in the performance of their duties	12.7	18.2	9.0	15.7	15.7
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.0	0.1	0.0	0.0
<b>Total Grants</b>	<b>39.3</b>	<b>40.8</b>	<b>40.1</b>	<b>32.4</b>	<b>32.4</b>
<b>CONTRIBUTIONS</b>					
Contributions to non-RCMP candidates attending Canadian Police College courses	0.3	0.3	0.4	0.4	0.3
<b>Total Contributions</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>	<b>0.3</b>
<b>Total Transfer Payments</b>	<b>40.5</b>	<b>41.1</b>	<b>40.5</b>	<b>32.9</b>	<b>32.7</b>

# Additional Information

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## Contacts

### Further Information on this Report:

#### Performance Information

Eva Kmiecic, Deputy Commissioner  
Strategic Direction  
Royal Canadian Mounted Police  
Nicholson Building - Room G303  
1200 Vanier Parkway  
Ottawa ON K1A 0R2

Telephone: (613) 993-3540  
Facsimile: (613) 993-0309

#### Financial Information

Paul Gauvin, Deputy Commissioner,  
Corporate Management and Comptrollership  
Royal Canadian Mounted Police  
Nicholson Building - Room G308  
1200 Vanier Parkway  
Ottawa ON K1A 0R2

Telephone: (613) 993-1712  
Facsimile: (613) 993-3770

#### For Publications Referred to in this Report

National Communications Services Branch

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

## Endnotes

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1. 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.
2. 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.
3. There is a difference between seizures by the police and forfeitures decided later on by the courts (often down by 25 per cent). In general, seizures represent police enforcement results while forfeitures are a performance indicator of the prosecution and the courts.
4. Drug enforcement includes policing 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.
5. This references the Community Tripartite Agreements which are between the Federal Government, Provincial Government and the Aboriginal Community.
6. For historical background, see "Partners in Policing: The RCMP Contract Policing Program," RCMP Gazette, June, 1997.
7. 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.
8. Source: "*Crime Statistics in Canada, 1999*", Juristat Vol.20 No.5, published by Canadian Centre for Justice Statistics, Statistics Canada, Ottawa.
9. However, when implemented, our Integrated Police Information Retrieval System (IPIRS) will have the capacity to provide a wealth of information on our activities.
10. Source: "*Crime Statistics in Canada, 2000*" prepared by the Canadian Centre for Justice Statistics, Statistics Canada, Ottawa.
11. 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 ie. *Criminal Code*, other federal statutes, provincial statutes, territorial ordinances and municipal bylaws, excluding traffic enforcement.
12. This refers to incidents that are reported to police and are supported by evidence.
13. National public opinion polls rate the concern for drinking and driving higher than many other social issues including health care and taxes. Source: Traffic Injury Research Foundation's National Public Opinion Poll on Drinking and Driving 1999.
14. Failure to utilize occupant restraints continues to be a major contributing factor to the high fatality rate.
15. National seat belt wearing rates for RCMP jurisdictions are not yet available, however, assessments were done by individual RCMP detachments prior to and following completion of the Selective Traffic Enforcement/Education Program (STEP). As a example, in Marystown, Newfoundland, the STEP campaign was credited with raising the seat belt wearing rate by 30 per cent in that jurisdiction.
16. In 2000, the RCMP scoring policy for impaired driving offences was amended to capture all reported cases, whether or not supported by evidence. This modification, in part, may explain the dramatic increase.
17. Statistics are not available on the number of complaints in each category which were supported, whether by the formal or informal process.
18. The national violent crime rate in Canada increased in 2000 by 3 percent, for the first time in 7 years. Source: "*Crime Statistics in Canada, 2000*" prepared by the Canadian Centre for Justice Statistics, Statistics Canada, Ottawa.
19. To identify the involvement of youth in crime, the only statistics available on the age of offenders occur when charges have been laid. Statistics refer to young offenders "charged" or "not charged" because, where appropriate, alternatives to criminalization are sought.
20. Examples: the impact of diversion, evidentiary requirements etc.
21. 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.

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