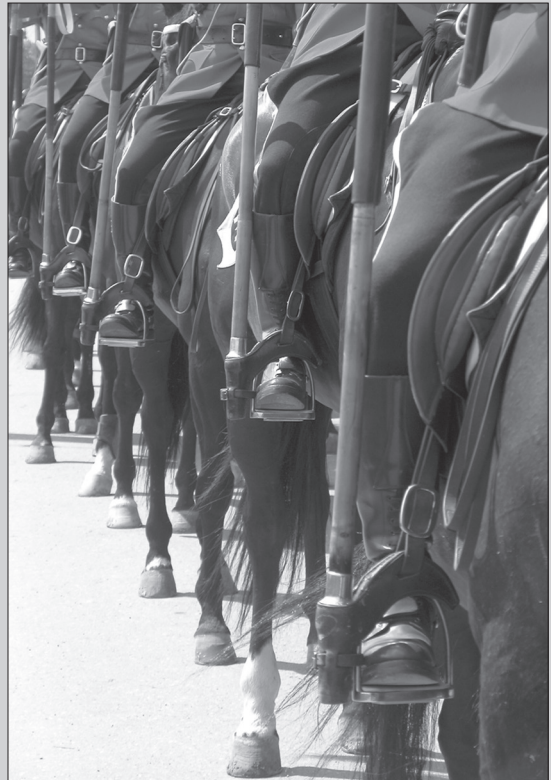




Royal Canadian Mounted Police Gendarmerie royale du Canada



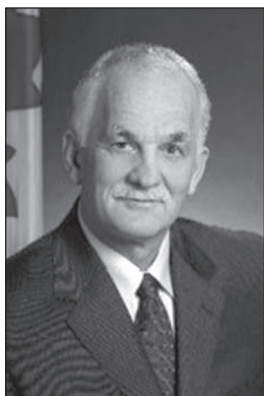
Royal Canadian Mounted Police Report on Plans and Priorities 2012-13

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety Canada

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MINISTER'S MESSAGE



As Minister of Public Safety, I am pleased to present to Parliament the *Royal Canadian Mounted Police 2012-13 Report on Plans and Priorities*.

The RCMP is a unique organization as it tackles crime at the international, federal, provincial/territorial and municipal levels. The organization provides services to Canadians through its federal policing mandate as well as through its policing contracts with three territories, eight provinces, approximately 180 municipalities, and over 600 Aboriginal communities. The RCMP is a key organization in keeping Canadian families and communities safe and secure. To this end, the Government fully supports the RCMP in delivering on its mandate, strategic priorities and vision.

The RCMP continues its commitment to five strategic priorities for 2012-13: reducing the threat and impact of serious and organized crime; countering threats to Canada's economic integrity; reducing youth crime; countering criminal threats to the security of Canada; and contributing to safer and healthier Aboriginal communities.

The RCMP has also established management priorities to strengthen professional integrity and redress, support employee wellness, and to provide strong talent management, all in support of delivering quality service to Canadians and ensuring operational effectiveness.

Moreover, the RCMP will be working on two strategic outcomes. One, reducing criminal activity affecting Canadians, will be addressed through various initiatives such as emphasizing community policing, taking a client-centred service approach to policing, and focusing on early intervention strategies to prevent crime and victimization. To achieve the second, ensuring Canada's police provide international collaboration and assistance, the RCMP is enhancing the delivery of federal policing in Canada and with its partner agencies and is also delivering courses and programs to international law enforcement agencies to help reduce criminality around the world. Detailed information on these initiatives is provided within this Report.

I wish to extend my support and gratitude to the 30,000 dedicated men and women of the RCMP for their ongoing efforts to ensure a safe and secure Canada.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety Canada

SECTION I: ORGANIZATIONAL OVERVIEW



Raison d'être

As Canada's national police force, the Royal Canadian Mounted Police is a critical element of the Government of Canada's commitment to providing for the safety and security of Canadians. By tackling crime at the municipal, provincial/territorial, federal and international levels, the RCMP provides integrated approaches to safety and security and a consistent federal role and presence from coast to coast.

Responsibilities

The RCMP's mandate, as outlined in section 18 of the *Royal Canadian Mounted Police Act*, is multi-faceted. It includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.

Strategic Outcomes and Program Activity Architecture (PAA)

RCMP PROGRAM ACTIVITY ARCHITECTURE		
RCMP Strategic Outcomes	Program Activities	Program Sub-Activities
1. Criminal activity affecting Canadians is reduced	1.1 Police Operations	1.1.1 Policing Services Under Contract 1.1.2 Federal Policing 1.1.3 Technical Services and Operational Support
	1.2 Canadian Law Enforcement Services	1.2.1 Scientific, Technical and Investigative Support 1.2.2 Canadian Firearms Program 1.2.3 Advanced Police Training
2. Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	2.1 International Policing Operations	2.1.1 International Stability and Development 2.1.2 International Cooperation
	2.2 Canadian Police Culture and Heritage	2.2.1 Musical Ride 2.2.2 Partnerships and Heritage
3. Incomes are secure for RCMP members and their survivors affected by disability or death	3.1 Statutory Payments	3.1.1 Compensation to Members Injured on Duty 3.1.2 Survivor Income Plan 3.1.3 <i>RCMP Pension Continuation Act</i> Payments
	4.1 Internal Services	4.1.1 Governance and Management Support 4.1.2 Resource Management Services 4.1.3 Asset Management Services

Note: The RCMP's contribution to a Safe and Secure Canada includes subordinate contributions to the following Government of Canada outcomes: a Fair and Secure Marketplace, Beneficial North American Partnership and a Prosperous Canada Through Global Commerce.

Section I: Organizational Overview

Organizational Priorities

The strategic priorities of the RCMP are selected based on a thorough scan and analysis of the external environment and crime trends.

Identifying these issues as priorities across the entire organization allows employees to focus operations in a more strategic manner in order to enhance public safety.

Each strategic priority has outcomes and objectives which are developed and evaluated by a working group led by a Deputy Commissioner.

The detailed plans and performance indicators for each priority are articulated to employees and external partners on the RCMP’s performance management tool, the Balanced Scorecard.

In June 2011, the RCMP Senior Executive Committee reviewed and confirmed that the following would continue to be the strategic priorities for the period from 2012 to 2017:

- reducing the threat and impact of serious and organized crime,
- countering criminal threats to Canada’s economic integrity,
- reducing youth crime,
- countering criminal threats to the security of Canada, and
- contributing to safer and healthier Aboriginal communities.

The RCMP has also established management priorities to strengthen professional integrity and redress, support employee wellness, and to provide strong talent management. Key performance indicators for the priorities are available on the RCMP website ¹.

Priority	Type ²	Strategic Outcomes and/or Program Activities
Serious and organized crime	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada’s police provide international collaboration and assistance while maintaining a rich police heritage nationally
Description		
<p>Why is this a priority?</p> <p>Under the <i>Criminal Code</i>, organized crime is defined as being composed of three or more persons, having as one of its main purposes a serious offence likely to result in a financial benefit. Organized and serious crime affects the daily lives of Canadians. The violence and corruptive effect of organized crime groups has a significant impact on the social and economic well-being of Canadians and the communities in which they live.</p> <p>Plans for meeting the priority</p> <p>RCMP enforcement efforts will be focused towards ensuring successful prosecutions of those who are involved in serious and organized crime. The RCMP will reduce the impact of organized crime through awareness and education, and the expanded collection and sharing of criminal intelligence and information. The Force will also work with international partners to ensure a global approach to combating organized crime.</p>		

¹ A supplementary table containing key performance indicators for the strategic priorities is available on the RCMP website at: <http://www.rcmp-grc.gc.ca/rpp/2012-2013/index-eng.htm>

² Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.



Priority	Type	Strategic Outcomes and/or Program Activities
National Security	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally
Description		
<p>Why is this a priority?</p> <p>National security remains a top priority for Canadians because the safety of the public and protection of government infrastructure has a significant effect on the well-being of citizens as well as the Canadian economy. The absence of a specific threat to the integrity of Canada's basic national security should not be interpreted as immunity from such a threat, nor should our security be viewed with complacency. The RCMP will focus its efforts on espionage or sabotage against Canada; foreign-influenced activities detrimental to the interests of Canada; activities directed toward or in support of the threat or use of acts of serious violence against Canadians for political, religious or ideological objectives; and activities designed to lead to the destruction or overthrow by violence of the Government of Canada.</p> <p>Plans for meeting the priority</p> <p>The RCMP will effectively respond to threats to Canada's security by preventing, detecting, denying, investigating and responding to national security criminality³. Through effective enforcement, the RCMP will contribute to successful prosecutions and/or prevention.</p>		

Priority	Type	Strategic Outcomes and/or Program Activities
Economic Integrity	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally
Description		
<p>Why is this a priority?</p> <p>A safe and secure Canadian economy provides confidence to consumers and investors in conducting business and investing in Canada. Canadians need to be assured that their savings, credit, identities and intellectual property are safe from criminals.</p> <p>Plans for meeting the priority</p> <p>The RCMP will focus on enforcement and successful prosecutions, as well as preventing, detecting and deterring criminal activity that affects the Canadian economy; building awareness around crimes that affect the economy; and educating Canadians on how to protect themselves from becoming victims of economic crime.</p>		

³ National security criminality means any criminality within Canada, at our borders or abroad, that constitutes threats to the security of Canada as defined in section 2 of the *Canadian Security Intelligence Service Act* and any terrorist activity as defined in section 83.01 of the *Criminal Code*.

Section I: Organizational Overview

Priority	Type	Strategic Outcomes and/or Program Activities
Aboriginal Communities	Ongoing	SO1: Criminal activity affecting Canadians is reduced
Description		
<p>Why is this a priority?</p> <p>Delivering culturally competent police services provides the foundation necessary to build relationships and partnerships for the 67 percent of RCMP detachments that serve more than 600 Aboriginal communities across Canada. Moreover, the RCMP has a long and productive history of service to First Nations, Inuit and Métis communities since the earliest days of the North-West Mounted Police in the 1870s.</p> <p>Plans for meeting the priority</p> <p>The RCMP will deliver a professional and culturally competent police service by ensuring that employees have the skills and knowledge to recognize and pay tribute to Aboriginal values and traditions. The RCMP will be accountable to Aboriginal peoples for public safety by honouring commitments through processes that effectively address the quality of service delivery. The RCMP will also respond to community needs through a balanced approach of prevention and enforcement activities determined through research, intelligence and risk assessment, aimed at lowering criminal involvement and victimization.</p>		

Priority	Type	Strategic Outcomes and/or Program Activities
Youth	Ongoing	SO1: Criminal activity affecting Canadians is reduced
Description		
<p>Why is this a priority?</p> <p>The RCMP believes that long-term prevention of youth crime and victimization can only be accomplished in partnership with the community, and it considers young people key players in the prevention of crime in communities. The RCMP works closely with local organizations and social services so that young people who come into contact with the police, as either offenders or victims, receive the help they need to overcome challenges in their lives.</p> <p>Plans for meeting the priority</p> <p>Through awareness, education, intervention, diversion and enforcement, the RCMP will work to mitigate youth victimization and involvement in crime by focusing on youth where the organization will have the greatest impact, and by expanding and leveraging new and existing relationships with internal and external partners to maximize collective youth intervention and diversion efforts. The RCMP will make sound, culturally competent, informed decisions and take appropriate actions in accordance with relevant legislation when interacting with youth.</p>		



Priority	Type	Strategic Outcomes and/or Program Activities
Management Priority	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada’s police provide international collaboration and assistance while maintaining a rich police heritage nationally
Description		
<p>Why is this a priority?</p> <p>The RCMP recognizes that a healthy police organization has the necessary policies, programs and services in place to deal with unique police workplace stressors and to ensure that the organization has a pool of highly developed, productive individuals with the skills necessary to the successful achievement of organizational priorities.</p> <p>Plans for meeting the priority</p> <p>The 2012 to 2017 organizational strategy identified three Human Resource “objectives” as being important to the continued success and evolution of the RCMP as an effective policing organization. As such, the RCMP will:</p> <ol style="list-style-type: none"> 1. <i>Strengthen professional integrity and redress:</i> the RCMP will demonstrate active leadership to ensure effective, timely and fair discipline and grievance processes; 2. <i>Support employee wellness:</i> the RCMP will promote the health, safety and well-being of its employees by providing a safe and productive work environment, promoting employee wellness and encouraging employees to maintain a healthy balance between work and personal life; and 3. <i>Provide strong talent management:</i> the RCMP will provide strong talent management through an integrated process of ensuring that the organization has a pool of highly developed productive individuals with the right skills, in the right job and at the right time, by applying a unified approach to the management of its people. 		

Risk Analysis

The RCMP Corporate Risk Profile acts as an instrument for management oversight with a clear link to the RCMP strategic planning tools and the achievement of objectives and priorities. There is a significant interrelationship between developing a Corporate Risk Profile and the strategic planning process. Risk management underlies all aspects of the organization’s priority setting, planning and resource allocation. In addition, the corporate risk profile, with two-way linkages from and into each of these areas, provides a vehicle to integrate the consideration of risk at the corporate level. When developing the RCMP corporate risk profile, risk information from both the corporate and operational levels is analyzed to understand the key characteristics and broad range of internal and external risks facing the organization.

Risk is captured both horizontally and vertically throughout the RCMP. Risk information is fed upwards through the divisions where it is captured by the Integrated Risk Management Unit. These risks are analyzed and grouped into risk trends. Annually, senior management members are interviewed from across the organization and the total risk information *inter alia*, is considered as a whole and articulated as overarching corporate risks. At the senior executive level, the risk information is validated and communicated back down to the divisions through the Senior Management Team.

The most significant corporate risks are addressed by the business lines and horizontal management of risks is realized through the collective efforts of RCMP senior management. In this fashion, risks are tied directly to the achievement of the RCMP’s mandate, objectives and strategic outcomes. Thus, the actual practice of integrated risk management is well implemented and supported at all levels within the RCMP.

Assessment and ranking of key risk information from the divisions through the business planning process and interviews with senior management were based on the Force’s corporate objectives and its capacity to manage risk and its risk tolerance. In May 2011, the risk assessment exercise identified 94 risks which were grouped into 15 risk trends:

- economic/demographic disparity
- supporting major events
- information sharing
- legislated and regulatory
- sustainable funding
- unique community issues
- conflicting priorities
- loss of corporate knowledge and experience
- governance and leadership
- alignment of planning activities
- learning and development



Section I: Organizational Overview

- managing partnerships
- recruiting, retention and succession planning
- technology and systems
- building infrastructure

The corporate risk profile is dynamic as it is based on our evolving operating environment. Key corporate risks are validated by senior executives and the corporate risk profile is linked in a meaningful way to corporate priority setting and resource allocation exercises.

Planning Summary

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
2,946.6	2,938.6	2,981.4

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
29,202	29,181	29,159

Strategic Outcome: Criminal activity affecting Canadians is reduced

Performance Indicators	Targets
Percentage of Canadians who agree that they are satisfied with the RCMP's contribution to a safe and secure Canada	80%
Severity level of crime in Canada	Annual reduction of 4 points on the Crime Severity Index ⁴ in RCMP jurisdictions
Per capita rate of crime ⁵ in Canada	Target reduction of per capita crime rate ⁶ (in RCMP jurisdictions) by 3% annually; for 2012-13, this means a target of 9,266 per 100,000 population
Public perception of change in crime in Canada ⁷	Reduction of 5% over 5 years

Strategic Outcome: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Performance Indicators	Targets
Percentage of respondents who agree that the RCMP provides effective support of international operations	Police partners: 80% Stakeholders: 80%
Percentage of respondents worldwide who can correctly identify a uniformed member in Red Serge and a horse and rider from the Musical Ride as originating from Canada	Red Serge: 63% Musical Ride: 55%

⁴ The Crime Severity Index measures the severity of crime and is calculated by the Canadian Centre for Justice Statistics. For more information please visit Statistics Canada's website at <http://www.statcan.gc.ca/pub/85-004-x/85-004-x2009001-eng.htm>

⁵ Crime rates measure the volume of crime per 100,000 population. They are calculated by the Canadian Centre for Justice Statistics and are based on *Criminal Code* incidents (excluding traffic offences).

⁶ The crime rate in RCMP jurisdictions per 100,000 population for 2010 was 9,552.87.

⁷ This survey measure is taken from the Statistics Canada General Social Survey, completed on a 5-year cycle. For more information, visit Statistics Canada at <http://www.statcan.gc.ca/pub/89f0115x/89f0115x2009001-eng.htm>. It should be noted that this indicator reflects perception of crime across Canada, even those areas where the RCMP is not the police of jurisdiction.



Planning Summary Tables

Program Activity	Forecast Spending 2011-12 ⁸	Planned Spending ⁹			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
Police Operations	1,818.9	1,756.5	1,787.5	1,834.0	A safe and secure Canada
Canadian Law Enforcement Services	271.3	264.7	264.9	265.9	A safe and secure Canada
Total Planned Spending		2,021.2	2,052.4	2,099.9	

Program Activity	Forecast Spending 2011-12	Planned Spending			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
International Policing Operations	78.9	60.7	59.0	59.2	A secure world through international cooperation
Canadian Police Culture and Heritage	12.1	11.6	11.6	11.7	A vibrant Canadian culture and heritage
Total Planned Spending		72.3	70.6	70.9	

Program Activity	Forecast Spending 2011-12	Planned Spending			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
Statutory Payments	127.1	130.4	139.8	149.8	
Total Planned Spending		130.4	139.8	149.8	

Program Activity	Forecast Spending 2011-12	Planned Spending		
		2012-13	2013-14	2014-15
Internal Services	868.4	722.7	675.8	660.8
Total Planned Spending		722.7	675.8	660.8

⁸ Forecast spending reflects the authorized funding levels to the end of fiscal year 2011-12 (not necessarily forecast expenditures).

⁹ Planned spending reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Annual Reference Level Update. It also includes funding approved in the government's fiscal plan, but yet to be brought into the Department's reference levels. More information will be provided in the 2012-13 Supplementary Estimates.

Expenditure Profile

The department’s 2012-13 planned spending is \$2.9 billion. Approximately \$1.8 billion or over 60% of the RCMP’s spending is directed to its front-line policing operations in support of its strategic outcome to reduce criminal activity affecting Canadians. This includes resources devoted to federal policing duties, resources providing services to provinces, territories, municipalities and First Nation communities under policing services agreements, and the technical and operational support functions that are critical to effective, intelligence-led policing. An additional \$337 million of the RCMP’s policing resources provide policing support services to the Canadian law enforcement community at large and fund international policing commitments. The balance of RCMP funding is allocated to Internal Services to provide support programs and infrastructure for policing operations, and for various grants, contributions and statutory payments.

2012-13 Main Estimates and Planned Spending

The 2012-13 Main Estimates for the RCMP is \$2.6 billion, which represents a decrease in spending of \$329 million from the 2011-12 Main Estimates. There are two very notable circumstances contributing to this material decrease.

First, approximately \$206 million relates to the expiry of the RCMP’s 20-year policing services agreements with provinces, territories and municipalities on March 31, 2012. This amount is the total of incremental funding that had been requested since 2008-09. It was only approved to the end of the 2011-12 fiscal year, pending renewal of the agreements. Renewal of this funding, as well as any incremental resources required to meet contract policing obligations in 2012-13 under the renewed contracts, will be sought in-year and have been taken into consideration in the 2012-13 planned spending of this RPP.

Second, the RCMP’s Main Estimates reflect a transfer of \$143 million to fund information technology services that will now be provided by Shared Services Canada.

Planned spending also reflects the Main Estimates funding plus additional funds that are projected to be received in-year through supplementary estimates, and transfers from central agency votes. More information will be provided in the 2012-13 Supplementary Estimates.

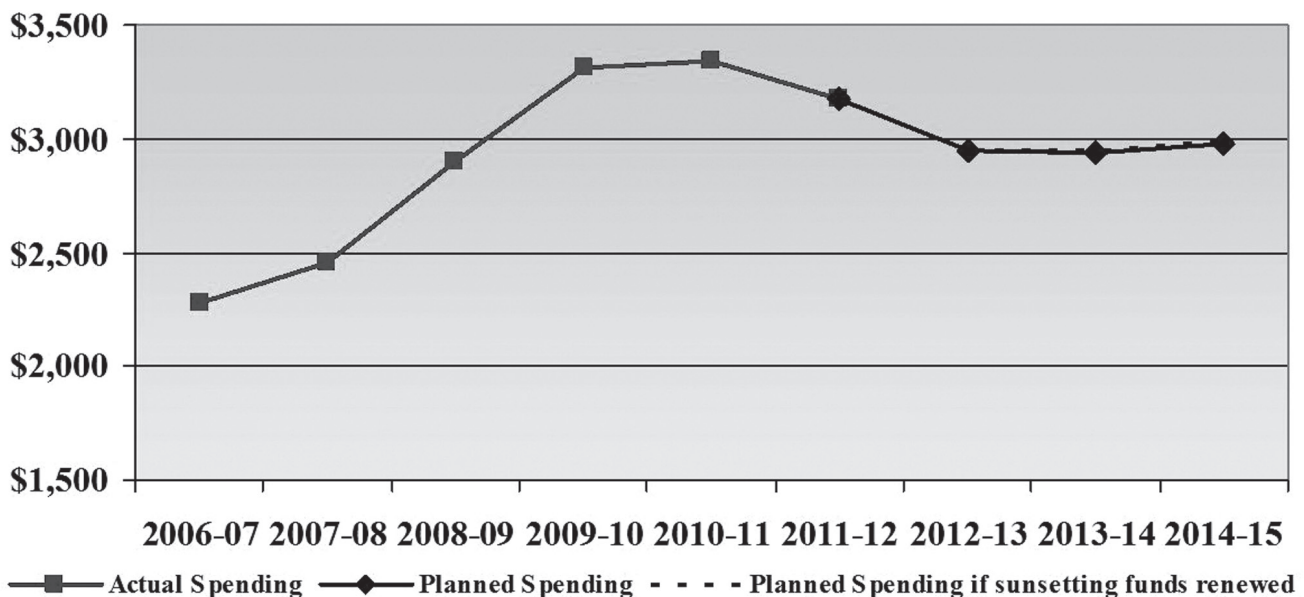
	\$ millions
2012-13 Main Estimates	2,554
Adjustments (Planned spending not in Main Estimates)	392
Total Planned Spending	2,946

As depicted in the following diagram, RCMP expenditures during 2009-10 and 2010-11 were significantly impacted by the 2010 Vancouver Olympic and Paralympic Games, as well as the G8 and G20 Summits. These two events combined account for approximately 15% of 2009-10 expenditures and 8% of 2010-11 expenditures.

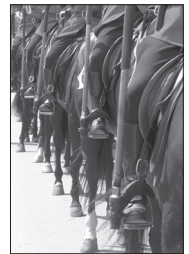
Estimates by Vote

For information on our organizational appropriations, please see the 2012-13 Main Estimates publication at: <http://www.tbs-sct.gc.ca/est-pre/20122013/p2-eng.asp>

Figure 1 : Actual and Planned Spending (\$ millions)



SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES



Strategic Outcome 1: Criminal activity affecting Canadians is reduced

Program Activity 1.1: Police Operations

Program Activity Description

Under the authority of the *RCMP Act*, this Program Activity provides Canadians with policing services at the federal, provincial/territorial and municipal levels and within Aboriginal communities. This program contributes to safe homes and communities by providing general law enforcement activities in addition to education and awareness activities delivered by employees of the RCMP to the public, businesses and other agencies/organizations within Canada.

The RCMP's education and awareness activities – for example information sessions on national security, financial crime, drugs and organized crime – are aimed at reducing victimization of Canadians. Additionally, this program ensures the protection of designated persons and security at major events which, in turn, mitigates any potential threats to Canada's population. The program also delivers a high level of technical and operational support to ensure that the RCMP reaches its overarching goal of reducing criminal activity which affects Canadians.

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
1,756.5	1,787.5	1,834.0

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
22,255	22,266	22,254

Program Activity Expected Results	Performance Indicators	Targets
Canadians have access to quality policing services	Number of calls for service received by the RCMP	Not applicable ¹⁰
	RCMP clearance rate	Over 48 ¹¹
	RCMP weighted clearance rate	1.5 point increase annually ¹²
	RCMP weighted clearance rate for violent crimes	2 point increase annually ¹³
Canadians have access to quality provincial/territorial, municipal and Aboriginal policing services under the RCMP contract	Percent of contract clients who agree that the RCMP provides a high quality service	Territorial: 80% Provincial: 80% Municipal: 80% Aboriginal community leaders: 80%

¹⁰ This indicator is provided for context purposes only.

¹¹ Criminal incidents can either be cleared by charge or cleared otherwise (for example, through extrajudicial means in instances where a charge could otherwise be laid). The RCMP clearance rate for 2010 was 46.42.

¹² The weighted clearance rate is based on the same principle used to create the police-reported Crime Severity Index, whereby more serious offences are assigned a higher weight than less serious offences. Applying this concept to clearance rates means that, for example, the clearance of a homicide, a robbery or a break and enter receives a higher weight than the clearance of less serious offences such as minor theft, mischief and disturbing the peace. The RCMP weighed clearance rate for 2010 was 41.71.

¹³ The weighted clearance rate for violent crimes is the same principle used to create the police-reported Crime Severity Index, but looks specifically at violent and severe crime, excluding non-violent offences. The RCMP violent crime weighted clearance rate for 2010 was 68.46.

Section II: Analysis of Program Activities by Strategic Outcomes

Effectively contribute to the long-term wellness and safety of Aboriginal communities through an inclusive and culturally competent approach	Percentage of respondents who agree that the RCMP is contributing to safer and healthier Aboriginal communities	Aboriginal community leaders: 80% Canadians who self-identify as Aboriginal: 80% Contract clients: 80% Other stakeholders: 80%
	Percentage of RCMP Regular Members with between six months and two years service who have successfully completed the Aboriginal and First Nations Awareness Course	75% annually
Mitigate youth victimization and involvement in crime by expanding and leveraging new and existing relationships to maximize collective youth intervention and diversion efforts	Percentage of respondents who agree that the RCMP is preventing and reducing youth involvement in crime	Canadians: 80% Contract clients: 80% Police partners: 80% Other stakeholders: 80%
	Youth violent crime rate	Annual reduction of 3 percent on the youth violent crime rate ¹⁴
	Number of detachments, in contract divisions, who have a Detachment Performance Plan that consult with youth ¹⁵	Annual increase of 20%
	Number of calls for service received by the RCMP	Not applicable ¹⁶
	RCMP clearance rate	Over 48 ¹⁷
Technical capacity, scientific policing methodologies and specialized investigative expertise enhances policing operations	Percentage of respondents who agree that the technical services/operational support they receive is of high quality	80%
	Percentage of respondents who agree that the technical investigation support they received assisted the investigation in a timely manner	80%
Canadians, their institutions, major events and internationally protected persons or other foreign dignitaries in Canada are safe and secure	Number of incidents that compromise the safety of RCMP protectees and the security of Canadian interests	0
	Percentage of events successfully secured	100%
	Percentage of Canadians who agree that the RCMP takes every measure to ensure the safety and security of government-led summits and other high profile events	90%

¹⁴ Crime rates measure the volume of crime per 100,000 population. They are calculated by the Canadian Centre for Justice Statistics and are based upon *Criminal Code* incidents (excluding traffic offences).

¹⁵ The Annual Performance Plan System (APPS), comprised of Detachment Performance Plans and Unit Performance Plans, is an internal system designed to facilitate good management practices. The APPS is a tool that supports consistent planning and performance management processes across the RCMP, with the capability of generating multi-level reports, identifying and responding to community priorities, key risks and human resource needs.

¹⁶ This indicator is provided for context purposes only.

¹⁷ The RCMP clearance rate for 2010 was 46.42.



Focused and effective enforcement	Number of investigations directly linked to a current National Tactical Enforcement Priority	Baseline to be established
	Percentage of National Tactical Enforcement Priority, National Threat Assessment or Provincial Threat Assessment investigations which have resulted in criminal charges being laid against a primary target(s)	Baseline to be established
	Number of violent national security-related incidents to Canada	0
Prevent, detect, deny and respond to terrorist criminal activity	Percentage of respondents (separated by the National Security Strategic Priority) who agree the RCMP makes a valuable contribution in reducing the threat of terrorist criminal activity in Canada and abroad	Policing partners: 90% Stakeholders: 80%
Disruption of terrorist criminal activity, in Canada or abroad, through law enforcement actions	Number of disruptions, through law enforcement actions, to the ability of a group(s) and/or an individual(s) to carry out terrorist criminal activity, or other criminal activity, that may pose a threat to national security in Canada and abroad	6
Conduct focused and effective national security criminal investigations	Percentage of files that are referred to the Public Prosecution Service of Canada that receive Attorney General approval	100%

Planning Highlights

Sub-Activity 1.1.1: Policing Services Under Contract

The RCMP’s mandate is to deliver policing services for Canadians. The RCMP provides policing services under contract to diverse communities in eight provinces and three territories through cost-shared policing service agreements with federal, provincial, territorial and municipal governments as well as Aboriginal communities. The RCMP provides policing services to approximately 180 municipalities across Canada and three international airports. As part of its contract policing responsibilities, the RCMP also provides policing services to over 600 Aboriginal communities across the country. RCMP Police Operations contribute to the strategic outcome of reducing criminal activity affecting Canadians by providing a highly trained police service from one end of the country to the other. As an organization, the RCMP is able to pool resources and deploy employees to respond rapidly to front-line emergencies and critical incidents, and to conduct investigations, enforcement and prevention, community policing, and crime reduction activities.

The RCMP will continue to work with Public Safety Canada and contract policing jurisdictions to fulfill the terms of policing contracts, which are scheduled to be renewed on April 1, 2012. The mutual benefits of the RCMP policing contracts to contract partners and the federal government include:

- a direct connection and integrated approach, through the RCMP, between municipal, territorial, provincial, federal and international policing that is important to modern policing and the security of infrastructure and communities;
- a facilitated flow of intelligence between all levels of policing;
- visible promotion of national sovereignty in the Canadian north;
- available RCMP personnel for protective policing and security for major planned events (G8/20, 2010 Olympic and Paralympic Winter Games) and emergencies;
- the provision of economies of scale in capital equipment, accommodations and personnel for federal policing requirements;



Section II: Analysis of Program Activities by Strategic Outcomes

- cost-sharing and use of common police and administrative services; and
- a professional, efficient and effective police service that reflects reasonable operating and maintenance expenses.

Through prevention, education, intelligence, investigation and enforcement, the RCMP will reduce criminal activity that affects Canadians. The community policing service delivery model has been the cornerstone of RCMP operations for many years. Community policing strives to deploy police resources to those areas where they can be most effective, addressing all forms of disorder and minor crime to reduce the potential for more serious crime and criminality. Community policing is a partnership between the RCMP and the community, sharing in the delivery of police services and enhancing the sense of ownership in the communities. This approach recognizes that police services are integral to society and are not a separate entity. Through this model, the RCMP works proactively with communities to identify, prioritize and solve problems. Every one of the over 750 RCMP detachments across the country undertakes consultations with the communities they serve and involves community groups in the setting of local policing priorities. The issues raised by communities are addressed in detachment annual plans and are communicated divisionally and nationally to help inform policing strategies, national policies and decision-making at all levels.

The RCMP will continue to build successful partnerships and work proactively to enhance Community Consultative Groups in First Nations communities, which involve meeting with communities to discuss RCMP initiatives, drugs, youth, police/community interaction and traffic concerns. The RCMP will establish new partnerships with Aboriginal communities and organizations and enhance existing relationships by emphasizing new and relevant processes to influence change in these communities. These partnerships will ensure that communities continue to place their trust in the police to deal with issues, help reduce their fear of crime, recognize the changes happening within communities, and work on understanding the special needs of various interest groups within the community.

The RCMP will focus on mitigating youth victimization and involvement in crime and will contribute to the long-term wellness and safety of Aboriginal communities. Some initiatives that will be undertaken to advance the RCMP's capacity to reduce youth crime as well as have safer and healthier Aboriginal communities are as follows:

- Under the Treatment Action Plan of the National Anti-Drug Strategy, the RCMP will be pursuing provincial and local partnerships and protocols to ensure at-risk youth are identified and referred to community treatment programs before criminal behaviour becomes entrenched.

- The RCMP's national youth officer training standard will be updated to reflect anticipated changes to the *Youth Criminal Justice Act* (YCJA). This training ensures that RCMP officers working with youth are familiar with risk factors associated with youth criminality and the protective factors mitigating these risks. The training provides members with an orientation on the objectives and requirements of the YCJA, particularly with respect to police obligations to consider alternatives to charging youth, such as referrals to programs to address root causes of crime.
- Building on successes in previous years, the RCMP will again pursue partnerships with the Department of Justice to offer a Youth Leadership and Project Development Workshop. The workshop aims to develop youth skills and capacity to help address youth crime and victimization issues in their communities. The emphasis is on identifying community issues, exploring root causes and developing action plans. By bringing together youth from different communities across the country to share diverse experiences, participants learn from one another about effective strategies to address common challenges. The workshop also helps build positive relationships between police officers and youth.
- To ensure youth officers have access to up-to-date information, teaching resources, best practices and evidence-based programs to prevent youth criminality and victimization, the RCMP's National Youth Officer Resource Centre, a website focused on youth strategies and tools, will be updated and enhanced.¹⁸ The RCMP will pursue the expansion of the resource centre to bring in partners and information resources from other sectors concerned with prevention among youth including health and education sectors.
- In order to address the needs of Aboriginal peoples the RCMP will continue to focus on culturally-sensitive strategies through interdepartmental consultation, development of Memoranda of Understanding and national-divisional alignment of objectives and programs.
- In order to provide culturally-relevant policing services to First Nations, Métis and Inuit Communities, Enhanced Service Delivery Options are being created and modified to ensure the diverse needs of all provinces and territories are being met. The Aboriginal Community Constable Program is one of three Enhanced Service Delivery Options being piloted in response to the Client Service Enhancement Project. It focuses primarily on the implementation of crime prevention and crime reduction initiatives, community policing, investigational support, community safety and traffic support.

¹⁸ For more information about the Youth Officer Resource Centre, please visit the RCMP website: <http://www.rcmp-grc.gc.ca/youth-jeune/york-crpe-eng.htm>



RCMP contract policing resources will continue to collaborate and provide leadership in the policing community on crimes affecting Canadian communities. Several projects will be dedicated to dealing with the numerous complex investigations on cases involving missing and murdered Aboriginal persons. Project Devote is a collaboration between the RCMP and Winnipeg Police Service to address unsolved historical homicides and missing person cases where foul play is suspected involving exploited and at-risk persons. Project E-PANA will continue with a dedicated team of investigators to review a number of files involving missing and murdered women in the North District and Central Region of British Columbia (which includes Highway 16 – i.e., the “Highway of Tears” – between Prince Rupert and Prince George, British Columbia). Project KARE, in cooperation with the Edmonton Police Service, will continue to examine the deaths of several missing persons found in the surrounding rural areas of the City of Edmonton. The collaboration between the RCMP and the Vancouver Police Department established in Project Even-Handed, which is the investigation of 68 missing/murdered women from the downtown eastside of Vancouver and surrounding areas, continues its commitment to the resolution of the remaining cases and will continue until all possible avenues of investigation have been exhausted. Additionally, the RCMP has partnered with the Assembly of First Nations and will work collaboratively to assist with the intervention and prevention of violence against Aboriginal persons.

As part of its commitment to improve policing standards and practices, the RCMP continuously reviews and updates its policies, training and equipment based on recommendations brought forward from various sources such as the Commission for Public Complaints against the RCMP as well as Coroner’s Inquests. In 2012-13, the RCMP will continue to proactively review its operational policies to ensure they provide the appropriate guidance to the members in the field. The RCMP’s training pertaining to Conducted Energy Weapons (CEW) has been revised and now reflects the recommendations from the Braidwood Commission of Inquiry. This training was developed in consultation with the Canadian Police Research Council, medical practitioners, police partners across the country, the Province of Alberta’s Guidelines on the use of CEWs, as well as recommendations from the Commission for Public Complaints Against the RCMP.

In addition, the RCMP conducts mandatory annual training to ensure all members are current in their understanding and application of the Incident Management Intervention Model (IMIM). The IMIM is a visual aid that helps the officer envision an event and explain why certain intervention methods were employed. The model is also a teaching aid used for training members. The IMIM is not in itself policy or law and should not be considered as a justification model on its own. It promotes continuous risk assessment and centres on the RCMP problem solving model known as CAPRA (Clients / Acquire & Analyze /

Partnerships / Response / Assess). The member’s response must take into account the totality of the situation including the officer’s perceptions, assessment of situational factors present, and subject behavior, all of which form the risk assessment.

At the conclusion of a use of force encounter, a member will be required to explain the intervention strategies he or she chose to manage an incident. This explanation, referred to as legal articulation, is the process by which an officer can explain clearly, concisely and effectively the events that occurred before, during and after an intervention. Subject Behaviour Officer Response (SBOR) reporting was developed to enhance a member’s ability to provide this articulation as well as to demonstrate the RCMP’s commitment to transparency and accountability in reporting on its use of force. SBOR provides a standardized method of recording the use of intervention options used by members and describes not only the subject’s behavior, but also the totality of the circumstances surrounding the incident and the officer’s risk assessment. Additionally, the statistical information collected through SBOR will guide policy, equipment and training decisions to enhance officer and public safety.

Canada benefits in many ways from having one national police service with a diverse range of capabilities. RCMP officers come with a wide variety of personal and policing experience; they represent a workforce of people who are as diverse and dynamic as the Canadian communities they serve. The RCMP provides municipalities with an effective highly trained police service which can seamlessly investigate local priorities that may have linkages to provincial, national and international investigations. RCMP contract policing is recognized as an effective policing model to address the cross-jurisdictional evolving nature of crime. Unlike any other police organization, the RCMP provides consistent policing services to Canadian communities. The economy of scale presented by the RCMP means that Canadians have at their service a competent, well trained and professional workforce which represents a considerable amount of law enforcement expertise and which is in a constant state of improvement through careful planning. Canadians benefit from standardized policies, procedures and protocols based on the best practices and vast experience of this world-class policing organization.

Sub-Activity 1.1.2: Federal Policing

The RCMP provides for the safety and security of Canada and its institutions, domestically and globally, as well as the safety and security of internationally protected persons and other foreign dignitaries visiting Canada. The RCMP meets its federal mandate by effectively responding to criminal threats to the security of Canada through focused enforcement actions and through prevention, education and awareness initiatives such as community outreach and counter-radicalization.

Section II: Analysis of Program Activities by Strategic Outcomes

Notwithstanding its successes, the RCMP will enhance its capability and capacity to conduct federal investigations more effectively. The RCMP will do so through a multi-year initiative which will reengineer how it delivers its federal responsibilities in order to ensure that it remains innovative, results-driven, unified and focused on aggressively attacking organized crime and national security threats. Elements of reengineering are expected to include new structures, enhanced capacity modeling, less focus on geographic boundaries, consolidation of some units, "right-sizing" of enabling functions, streamlining of federal operations at National Headquarters, increased information sharing among units, a new transparent national prioritization matrix for priority setting, and a reexamination of the role of international capabilities in addressing criminal threats abroad.

The RCMP will work to integrate enforcement efforts along the Canada-United States border by building on current proven bilateral programs such as Integrated Border Enforcement Teams and Shiprider, a cooperative approach to combating cross-border crime on Canadian and American shared waterways, to develop the next generation of integrated cross-border law enforcement. Integrated enforcement is a commitment outlined in "Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness" between the Governments of Canada and the United States of America, which was announced in 2011.

The RCMP will enhance domain awareness and the security of Canada's border, in collaboration with our domestic and American partners, by deploying technology to address identified bi-national gaps and by increasing intelligence capacity of the Great Lakes Marine Security Operational Centre. This will provide the RCMP with a better understanding of how criminals exploit the lakes and rivers along the Canada-US border. The RCMP will refocus its Marine Security Enforcement Teams to work with the Canadian Coast Guard, which is deploying four new "hero class" mid-shore patrol vessels on the St. Lawrence River and the Great Lakes. This collaborative effort will provide enhanced marine security in alignment with the government's commitment to the 2011 border declaration.¹⁹

The RCMP will support the Canadian Olympic Team by working with federal partners, particularly Foreign Affairs and International Trade Canada and Canadian Heritage (Sport Canada) as well as the London Metropolitan Police and the private sector in ensuring the safety and security of Canadian athletes and visitors during the London 2012 Summer Olympics. The RCMP will share with Brazil best practices and expertise in the security of major sporting events as well as lessons learned from the Vancouver 2010 Olympic and Paralympic Games in preparation for the 2014 Fédération Internationale de Football Association World Cup and 2016 Summer Olympics in Rio de Janeiro. The RCMP will also use its new position as an executive committee member of the Association of Personal Protection Services to lead a dialogue with international police agencies to help gain operational efficiencies, resolve common issues and standardize tactics wherever possible.

The RCMP will introduce a major event security framework, which was developed with Defence Research and Development Canada in preparation for the Vancouver 2010 Olympic and Paralympic Games and the G8/G20 events, as well as other research, to the International Centre for Sport Security and to major event security for the Organization of American States and the United Nations.

In addition, the RCMP will work closely with federal partners, particularly with Public Safety officials, to enhance the Federal Witness Protection Program. This will be achieved, in part, by introducing program changes designed to make it more protectee-focused, secure, transparent and accountable.

The organization will work to increase industry awareness about threats to capital markets and enhance processes to combat them, in collaboration with the securities sector. The RCMP will evaluate the utility of analytics software, which aims to automate intelligence collection and increase the integration of partner data, in identifying large-scale criminality impacting the integrity of Canada's economy.

The RCMP will participate in a review of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* with its anti-money laundering and anti-terrorist financing regime partners. This review will focus on assessing the strength of Canada's legislative framework in the context of emerging new financial instruments and technologies.

In addition, the RCMP's National Security is working closely with partners from Australia, New Zealand, the United Kingdom and the United States to enhance a collective and coordinated response to terrorism. Initiatives this year will focus on innovative ways to exploit seized digital media and leverage one another's specialized domestic and overseas capabilities.

The RCMP will work to enhance its outreach activities across a broad spectrum of activities:

- with industry stakeholders, the RCMP will introduce outreach teams to enhance industry awareness and information sharing about the growing risk of illicit procurement of controlled goods;
- with key financial institutions and brokerage firms, the RCMP will increase awareness about Integrated Market Enforcement Teams and will develop a forum to discuss criminality impacting the integrity of the financial markets;
- with the Canadian Association of Chiefs of Police and municipal policing partners, the RCMP will provide a new online course to train police officers at Canada's eight Class-1 airports;

¹⁹ More information on the declaration is available at : <http://plandaction.gc.ca/eng/feature.asp?pageId=357&featureId=30>



- with public and private sector partners, the RCMP will deploy new proceeds of crime and financial crime online training for its employees and for the broader Canadian law enforcement community; and
- with the International Association of Chiefs of Police, the RCMP will lead the Counter Violent Extremism (CVE) Working Group in the development of a community engagement and outreach framework, educational guides for front-line policing personnel, a common CVE lexicon, and international CVE training standards for law enforcement.

In order to conduct focused and effective enforcement, the RCMP will pursue implementation of its contraband tobacco enforcement strategy by establishing a taskforce of up to 50 personnel, in accordance with the 2011 government commitment to address contraband tobacco criminality. The organization will work with municipal, provincial, territorial and federal partners to implement the Marihuana Grow Initiative, which seeks to reduce the number of illicit grow operations in Canada and to educate Canadians on the negative impact of marihuana production on community well-being through deterrence, awareness and enforcement. The RCMP will also work with Health Canada to advance proposed reforms to the *Marihuana Medical Access Regulations*.

The RCMP will also continue to deploy temporary liaison officers to build bilateral relationships with foreign law enforcement officials to detect, identify and investigate threats to the safety of Canadians and prevent them from reaching its shores.

The RCMP will continue to combat human smuggling by targeting domestic and international criminal networks involved in organizing migrant vessels destined for Canada. The RCMP will support the integrity of the immigration system by enhancing the current screening process under the government's new balanced refugee reform system. This new process will see the RCMP screen referred refugee applicants from selected countries against the inadmissibility criteria provided in the *Immigration and Refugee Protection Act* using several criminal databases.

The RCMP will target large scale shipments of counterfeit goods that pose health and safety risks to Canadians as part of a new intellectual property crime enforcement strategy. The RCMP will strengthen the Canadian Anti-Fraud Centre, Canada's central repository for fraud information and fraud intelligence, by streamlining processes and systems and developing new web-based mechanisms to allow the public to report frauds and other financial crimes.

In 2012, the RCMP will examine its National Counterfeit Enforcement Strategy. Delivered in partnership with the Bank of Canada, the goal of the strategy is to reduce criminal counterfeit activity in Canada. This will be achieved by improving intelligence capacity to effectively target criminal organizations capable of counterfeiting banknotes and payment cards, and by educating merchants and the public on how to protect themselves against counterfeiting.

During the fiscal year, the RCMP will realign its Anti-Money Laundering Teams to high-risk locations identified by national threat assessments. These realigned resources will be based in Ottawa, Calgary, Montreal, Vancouver and Toronto and will use financial criminal intelligence to initiate, based on priority, major projects and investigations. The RCMP, through the Strategic Alliance Group, will increase efforts to combat transnational money laundering and organized crime by sharing, coordinating and acting upon information about international money launderers.

In 2012, the RCMP Counter Terrorism Information Officer training will be delivered to 450 first-responders such as police officers, firefighters and emergency medical technicians. This will equip front-line personnel with knowledge to improve their ability to provide early detection of national security threats. In 2012, an additional Integrated National Security Enforcement Team (INSET) will be established in Alberta (K Division). The addition of K-INSET will increase RCMP National Security INSETs from four to five and will provide the RCMP with significant and sustainable criminal investigative capacity for National Security in the region.

By maximizing intelligence processes and improving partnerships with other agencies, the RCMP will take all possible measures to ensure that Canadians, their institutions, Canadian government executives (such as the Governor General and the Prime Minister), and internationally protected persons or other foreign dignitaries in Canada receive appropriate protective security measures. The RCMP continuously shares its best practices in protective service delivery to dignitaries, events and commercial passenger aviation with international partners and communities of practice worldwide.

The size, complexity and scope of the skill sets available throughout the RCMP allow the organization to effectively and efficiently provide security and plan for large-scale national and international events. These strengths enable the RCMP to work with other federal departments, provincial, territorial and municipal agencies to provide cohesive event security strategies anywhere in Canada.

Sub-Activity 1.1.3: Technical Services and Operational Support

RCMP activities safeguard Canadians, their way of life and their institutions. Front-line police officers are provided with specialized investigative and operational services including state-of-the-art technological tools, procedures, and research and development. In addition, the RCMP provides ongoing advice to government agencies in the areas of government and corporate security. Notable areas of concentration for the coming year include: ensuring optimal alignment with client expectations and needs; finalizing the departmental security plan; pursuing more robust methodologies for budgeting and forecasting demand for services; and tracking resources by activity.

Program Activity 1.2: Canadian Law Enforcement Services

Program Activity Description

Canadian Law Enforcement Services provides the Canadian law enforcement community with the necessary scientific, technical, investigative and educational support to deliver proactive, intelligence-based policing and law enforcement services to their respective communities and partners. Additionally, this program provides educational opportunities to members of the Canadian law enforcement community to

enable them to develop their skills thus increasing their effectiveness in contributing to a safer Canada. This program is necessary to ensure that Canadian law enforcement communities have access to the required tools, systems, technologies (i.e., forensic support and expertise, criminal intelligence and firearms registry and databases, etc) and education which, in turn, will contribute to the reduction of criminal activity affecting Canadians.

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
264.7	264.9	265.9

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
2,323	2,328	2,321

Program Activity Expected Results	Performance Indicators	Targets
Technical, forensic, investigative and educational activities support Canada's law enforcement community	Percentage of respondents who agree that overall the RCMP provides high quality Scientific, Technical and Investigative Services	Policing partners: 80% Other stakeholders: 80%
Sustainable intelligence-led policing is supported	Percentage of respondents who agree that RCMP information and intelligence are accurate	Police partners: 80% Other stakeholders: 80%
	Percentage of respondents who agree that RCMP information and intelligence are comprehensive	Police partners: 80% Other stakeholders: 80%
High quality and timely forensic identification services support the policing and criminal justice system	Percentage of forensic laboratory service requests completed by target time	85%
	Percentage of Vulnerable Sector submissions received electronically	70%
High quality learning and training opportunities and support	Percentage of clients who indicate that they are satisfied on the Canadian Police College's client follow-up questionnaire	85%
Law enforcement has access to direct support for firearms investigations	Number of requests for service from law enforcement responded to by the Canadian Firearms Program	3,000/annum
	Number of calls received by the Canadian Firearms Program via the police support line	3,500/annum
	Number of queries to the Canadian Firearms Registry Online database by front-line police	10% increase year to year
	Number of firearm tracings requests received by the Canadian Firearms Program	1,200/annum



Public safety is increased through continuous screening of firearms owners	Number of Firearms Interest Police confirmed matches between the Canadian Police Information Centre Incident Reports and the Canadian Firearms Information System, investigated by the Canadian Firearms Program as part of continuous eligibility screening of firearm owners	45,000/annum
	Number of firearms confirmed by the Canadian Firearms Program as having been removed from individuals whose licensing privileges have been revoked for public safety reasons	1,000/annum

Planning Highlights

The RCMP will strive for full alignment of its services and priorities with those of law enforcement partners and other stakeholders. Client consultation and engagement will be central to this demand-driven approach, which will result in better client-centred service. The National Police Services (NPS) Renewal and Sustainability Initiative was launched in 2010 to address issues of mandate, governance and funding, and to set the strategic direction for the long-term sustainability of NPS. The RCMP, in partnership with Public Safety Canada, has developed a preferred governance framework for NPS, which includes the establishment of an NPS National Advisory Committee representative of the Canadian policing community. Key federal, provincial and territorial stakeholders will continue to be consulted on this preferred governance structure to ensure it meets the needs of the policing community.

The RCMP will concentrate on the replacement and maintenance of secure systems and the integrated management of information for the benefit of police agencies, domestically and internationally. As part of these efforts, the RCMP will maximize the operational support provided to criminal investigations and will continue to address and implement the recommendations arising from Chapter 1 (Aging Information Technology Systems) of the 2010 Spring Report of the Auditor General of Canada.

The RCMP will continue to work with law enforcement partners to better ensure the safety of Canadians, particularly the most vulnerable in society. The RCMP will continue to promote and facilitate the use of the Real Time Identification System for civil fingerprint screening and criminal identification purposes, which significantly improves services delivery. For Vulnerable Sector checks, the RCMP has undertaken several initiatives to improve service delivery, including the deployment of electronic fingerprinting technology to police services, as well as facilitating partnerships between police services and accredited fingerprinting companies for Real Time Identification. For criminal identification, the RCMP will be facilitating the electronic submission of fingerprints and criminal charge information.

The RCMP is one of 43 departments affected by the creation of Shared Services Canada (SSC), the objective of which is to consolidate and streamline information technology services related to the delivery of email, data centre and network services. The RCMP is in discussion with SSC officials regarding the transfer of resources to the new agency. However, the RCMP has indicated to the government that the process and the model used to estimate the RCMP’s email, network and database centre costs may require review. Based on a thorough review and analysis, the RCMP has concluded that these costs are substantially less than what is being transferred to the new agency. Barring any reversal of this transfer, the RCMP will be required to reduce resource levels in other areas of its organization, including front-line operations, to remain within its appropriation. With that in mind, efforts are underway to ensure that the RCMP supports the government’s efforts by contributing to the newly created agency in a positive and proactive manner.

The organization will continue to advance the capacity and depth of the Criminal Intelligence Program, an integral part of police operations, by focusing on enhancing the Provincial and National Threat Assessments to support the law enforcement community’s decision makers in determining their priorities. The RCMP and its law enforcement partners will also strengthen the alignment between intelligence and operations to further facilitate the prevention, disruption and reduction of criminal activity in support of intelligence-led policing. The RCMP, along with its partners, will continue to implement the Canadian Law Enforcement Strategy, which embodies the partnership between the functions of intelligence and operations across all jurisdictions of law enforcement. The RCMP will also expand the focus and scope of intelligence analysis and production through Criminal Intelligence Early Warning by assessing future or developing threats likely to occur within the next 12 to 24 months. The technological capacity for information sharing within the law enforcement community will be strengthened through RCMP efforts to augment information systems and foster a collaborative environment in targeting serious and organized crime.



Section II: Analysis of Program Activities by Strategic Outcomes

The RCMP will continue to assist international police agencies with multi-jurisdictional and international investigations. In 2012-13, particular focus will be directed at combating Internet-facilitated child sexual exploitation by building capacity for specialized investigative technologies, victim identification, international training, and facilitating intelligence and information sharing between Canadian and international police agencies.

The RCMP will contribute to the reduction of firearm-related crime through the provision of investigative support to law enforcement organizations by making available a shared platform for information on registered and seized and recovered firearms. Ensuring that agencies have access to a single-source firearms reference tool as well as up-to-date and comprehensive reference information on firearm makes and models, allows for the accurate identification and classification of firearms. The resulting on-demand statistical reporting will greatly assist law enforcement agencies' strategic and investigative decision-making. The RCMP will support international efforts to fight firearms crime by collaborating with its international partners to combat illicit trafficking in small arms. Along with the assistance of community safety

and law enforcement partners, the RCMP will provide firearms education (for example, Canadian firearms safety training) and outreach programs. This will enhance the safety of communities by reducing the risk of harm from firearms through suicide, accidental discharge and misuse. Outreach efforts are being conducted to educate police officers with respect to the requirements of the *Firearms Act* and the support available to law enforcement. With anticipated changes to the *Firearms Act* and *Criminal Code* on registration of non-restricted firearms, the RCMP is assessing potential impacts on current business processes. The RCMP will work to implement all changes as required by the legislation.

The RCMP will also continue to support policing and law enforcement excellence through the ongoing development, design and delivery of executive and management training, as well as advanced and specialized training, with an emphasis on organized and multi-jurisdictional crime, both in Canada and abroad. Key priorities include providing international support, training and building capacity in support of Canada's foreign policy and policing priorities and interests.

Strategic Outcome 2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Program Activity 2.1: International Policing Operations

Program Activity Description

This Program Activity furthers Canada's global peace and security agenda through cooperation and support of the international law enforcement community, thereby ensuring that both Canadians and the global community are safer. This program is necessary as it addresses the transnational scope of crime and terrorism by building relationships with international policing partners,

participating in the INTERPOL global information sharing network and conducting extra-territorial criminal investigations. Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and by providing support to nations at risk in building their law enforcement capacity. Through this international cooperation and collaboration, this program contributes directly to a more secure world and Canada.

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
60.7	59.0	59.2

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
352	350	350



Program Activity Expected Results	Performance Indicators	Targets
Nations at risk are supported	Percentage of stakeholders who agree that the RCMP makes a valued contribution to the development of public policy with respect to international issues	70%
Facilitate the sharing of criminal information internationally	Number of queries to the INTERPOL / Canadian Police Information Centre interface	400,000
Support building law enforcement capacity abroad	Percentage of stakeholders who agree that the RCMP provides effective support to law enforcement capacity building abroad	80%

Planning Highlights

In support of federal government commitments, the RCMP will deliver various international capacity building programs to enhance the ability of local law enforcement to tackle criminality. This includes up to 20 courses on topics such as counter-narcotics trafficking, surveillance, accident reconstruction, and human smuggling in Southeast Asia, the Caribbean and Latin America. At the request of the Cayman Islands, in 2012 the RCMP will help assess the country's policing strategy to combat criminal gang activity.

The RCMP will establish geographic engagement strategies for the Sahel, Hispaniola, Mexico and Central America. These will involve effective multi-year programming delivery, and will be used to coordinate with key partners such as Canada Border Services Agency, the Department of Justice, Foreign Affairs and International Trade, and the Financial Transactions Reports Analysis Centre of Canada. This will allow the RCMP to seek funding from the Anti-Crime Capacity Building Program and Counter-Terrorism Capacity Building Assistance Program and will involve donor coordination with allies.

The RCMP will also provide direct support and expertise to the INTERPOL General Secretariat Capacity Building Training Program for the Sahel, Asia, the Horn of Africa and the Americas. The RCMP will expand law enforcement access to INTERPOL databases and, for the first time, provide direct access to the Canada Border Services Agency, thus ensuring they receive more timely information.

In 2012, the RCMP will partner with academia on two research projects. The first will explore the impact of missions on police peacekeepers and the domestic benefits of such missions. The second project will examine the utility of overseas deployments and international cooperation in combating domestic criminality.

Canada enjoys international recognition for excellence in the delivery of policing services. International police agencies visit Canada regularly to learn how the RCMP has been successful in implementing the community policing model and crime reduction strategies. The RCMP will continue to share best practices and lessons learned with police agencies worldwide by receiving visitors at national headquarters policy centres and in divisions across the country.

Program Activity 2.2: Canadian Police Culture and Heritage

Program Activity 2.2 promotes Canada, the RCMP, its communities and partners by delivering its ceremonial services to all Canadians as well as the international community. Ceremonial Support activities are delivered by the Musical Ride, who tour Canada and abroad four to six months each year showcasing Canada's proud heritage and culture. This program responds to both domestic

and international requests for historical information about the RCMP. Additionally, the RCMP supports and develops government partners by providing RCMP members in Ceremonial dress at special events (e.g., the Olympics, Expos and Summits), both domestically and internationally. Through the activities of this program, the RCMP contributes to Canada's vibrant culture and heritage.

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
11.6	11.6	11.7

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
100	100	100

Section II: Analysis of Program Activities by Strategic Outcomes

Program Activity Expected Results	Performance Indicators	Targets
The RCMP is an internationally recognized symbol of Canada	Percentage of organizations who agree that hosting the Musical Ride successfully promotes institutional and community interests	90%
	Percentage of organizations who agree that Canadian interests were enhanced either domestically or abroad due to strategic partnerships with the RCMP	85%
	Number of strategic partnerships and initiatives that promote and illustrate the RCMP's rich heritage as a symbol of Canadian culture	30
	Number of RCMP and RCMP Foundation licence agreements or Memoranda of Understanding relating to the use and protection of the RCMP's image	50

Planning Highlights

This Program Activity supports the RCMP's management priorities by using the positive correlation between the RCMP brand and Canadian culture to engage potential domestic and international partners and leverage governmental and departmental initiatives. This includes the partnership with the RCMP Foundation, which was approved by Treasury Board and created in 1994 to assist the Commissioner of the RCMP in the administration of the commercial use of RCMP protected marks. The Foundation receives, maintains and manages funds generated from the RCMP product licensing program and these funds are subsequently granted to community-based initiatives across Canada on a bi-annual basis. The exclusive and distinct symbols of the RCMP are entrenched in Canadian history and provide the Government of Canada with a unique tool to assist in the development of new relationships throughout all levels of the public and private sectors. The promotion of national icons, such as the Red Serge and the Musical Ride, provide the RCMP with a concrete mechanism to engage stakeholders and develop sustainable relationships based on trust. Trust is a vital component of law enforcement and community policing. Therefore, maintaining a strong and relevant brand is a necessary component of offering world-class police services.

The influence of the RCMP brand is derived from its long-standing heritage and it has become an icon of Canadian culture. In the interest of preserving this public image, it is essential for the RCMP to continue to generate strategic partnerships and create opportunities, both nationally and internationally, that reaffirm the RCMP brand as a Canadian icon. The absence of these opportunities would result in the inability of the Canadian government to effectively use the RCMP as a vehicle to secure new partnerships and communicate consistent messages, both domestically and abroad. The RCMP will continue to focus on preserving the value of the brand by effectively maintaining our existing partnerships with stakeholders and exploring mutually beneficial strategic partnerships that will generate local, national and international attention while ensuring the protection of the RCMP image against uses that are not consistent with Canadian values.



Program Activity 4.1: Internal Services

Program Activity Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services;

Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Material Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Financial Resources (\$ millions)

2012-13	2013-14	2014-15
722.7	675.8	660.8

Human Resources (Full-Time Equivalent – FTEs)

2012-13	2013-14	2014-15
4,172	4,137	4,134

Program Activity Expected Results	Performance Indicators	Targets
Communicate effectively	Percentage of respondents who agree that they are satisfied with the information that the RCMP provides	Canadians: 80% Contract clients: 80% Police partners: 80% Other stakeholders: 80%
	Percentage of respondents who agree that they are consulted appropriately on decisions and actions that have an impact on them	Employees: 70% Contract clients: 80% Police partners: 80% Other stakeholders: 80%
	Percentage of employees who agree they are kept well informed about matters that are important to them	70%
Support employee wellness	Number of employees on long-term sick leave	Annual reduction of 10%
Provide strong talent management	Number of senior management/executives staffed and/or chosen for developmental opportunities using the Talent Management Strategy	50%
	Percentage of Chief Superintendent, Superintendent, Inspector and Civilian Member executives included in talent management	100%
	Level of satisfaction from Senior Executive Committee Succession Planning Members that talent management has improved the succession planning process/selection	75%
	Level of satisfaction from senior management/executives that talent management has improved the succession planning process/selection	75%

Section II: Analysis of Program Activities by Strategic Outcomes

Planning Highlights

Numerous sources have highlighted the need to improve areas of organizational communications. During the planning period, the RCMP will focus on ensuring its communications goals and priorities respond to organizational issues that are shared at the national, regional and divisional levels. To that end, the organization has developed the RCMP Communications Focus 2017, which aims to align collective communications efforts in support of the RCMP's strategic priorities and critical objectives.

The communications priorities outlined in Focus 2017 will help to cultivate an engaged workforce across the RCMP, encourage a workforce that communicates effectively, both internally and externally, promote positive relationships with key stakeholders, and communicate effectively in crisis and emergency situations.

The RCMP will continue to invest in its employees to assist them in realizing their full potential. In order to further advance strong talent management and support employee wellness, the RCMP will develop and implement a new five-year Human Resources strategy.

As a key component of the strategy, the RCMP will continue to implement an Integrated Talent Management Framework. This framework will provide direction to changes in the way the organization recruits, develops and assesses its employees, and will inform decisions around succession planning, awards and recognition, employment equity, promotion and discipline strategies. Within this context, the RCMP will continue to reshape learning and development programs to better reflect both individual and organizational needs.

In 2012-13, the RCMP will continue to work to ensure that the delivery of internal services is effectively aligned with the Government of Canada's Public Service Renewal Priorities. As such, the organization will continue to look for and implement efficiency opportunities such as the consolidation of member pay administration, the continuation of the Pension Administration Outsourcing Project and the adoption of the government-wide Learning Management System.

Public and internal trust is paramount to the organizational success of the RCMP in support of its values and ethics, and is key to strengthening professional integrity, one of the three priorities of Human Resources. This requires RCMP employees to undertake and perform their duties and responsibilities with the highest level of professional integrity and engender ethically-based decisions in all areas of responsibility. In the coming year, the Office of Professional Integrity (OPI) will continue to undertake a comprehensive approach to addressing professional integrity throughout the conduct continuum in overseeing conduct-related programs from the proactive to reactive. The OPI will direct the development of the framework of strategies, plans, policies and processes that govern the design and implementation of the RCMP's conduct regime. As part of the implementation of the *Public Servants Disclosure Protection Act* (PSDPA), the RCMP's draft Organizational Values and Ethics Code will be formalized in policy and communicated to employees. Experience gained from PSDPA cases will continue to inform approaches to case management. The RCMP's overall objective will help guide employee behaviour, as well as support an ethical culture, which will result in the RCMP and its partners delivering a level of professional service that is not only expected but deserved.

As in the past, the organization will continue to encourage employees to "live the RCMP core values" in the workplace and in their interactions with Canadians, partners and stakeholders. In doing so, the RCMP will take concrete steps towards ensuring effective, timely and fair discipline and grievance processes.



SECTION III: SUPPLEMENTARY INFORMATION



Financial Highlights

Future-Oriented Condensed Statement of Operations

For the Year (ended March 31)

(\$ millions)	\$ Change	Future-oriented 2012-13	Future-oriented 2011-12
Total Expenses	(57)	4,995	5,052
Total Revenues	104	1,938	1,834
Net Cost of Operations	(161)	3,057	3,218

Condensed Statement of Financial Position

For the year (ended March 31)

(\$ millions)	\$ Change	Future-oriented 2012-13	Future-oriented 2011-12
Total Assets	282	15,822	15,540
Total Liabilities	147	14,677	14,530
Equity	135	1,145	1,010
Total	282	15,822	15,540

Future-Oriented Financial Statements

Future-Oriented Financial Statements are available on the RCMP's website at:

<http://www.rcmp-grc.gc.ca/rpp/index-eng.htm>

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2012-13 Reports on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat website at:

<http://www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp>

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Transformational and Major Crown Projects
- Summary of Capital Spending by Program Activity
- Upcoming Internal Audits and Evaluations over the next three fiscal years
- User Fees

SECTION IV: OTHER ITEMS OF INTEREST



Organizational Contact Information

For inquiries about the RCMP *Report on Plans and Priorities*, please contact:

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Additional Information

All other items of interest in the 2012-13 *Report on Plans and Priorities* can be found on the RCMP's website at:

<http://www.rcmp-grc.gc.ca/rpp/index-eng.htm>

- Strategic Priorities key performance indicators
- Corporate Risk Profile
- Future-Oriented Financial Statements

