



# Royal Canadian Mounted Police

1997-98  
Estimates

A Report on Plans and Priorities  
Pilot Document

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three 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 Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Approved



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Solicitor General

## Foreward

The Improved Reporting to Parliament Project (IRPP) was established within the Treasury Board Secretariat to improve the Expenditure Management information provided to Parliament, and to update the processes used to prepare this information. This is part of a broader initiative to increase the results orientation and increase the transparency of information provided to Parliament known as “Getting Government Right”.

During the period from August 1995 to December 1996, extensive consultations were held with members of Parliament and other key stakeholders to examine options to improve the information provided to Parliament. A clear requirement was identified to improve performance information and to provide planning information that is results oriented, longer term and more strategic in focus, and clearly communicated.

The IRPP has unfolded in three phases. In March, 1996, six departments tabled revised Part III of the Main Estimates documents. These documents responded to requirements to provide a better focus on planning and performance information.

In June 1996, the House of Commons gave its concurrence to expand the pilot project and to test the tabling of separate planning and performance documents. In October, 1996, sixteen departments tabled performance reports as phase two of the IRPP. These performance reports have been evaluated and found to provide relevant and timely information, with broad support for providing separate performance reports on an ongoing basis.

The Report on Plans and Priorities is being tabled by the same sixteen pilot departments as phase three of the IRPP. These documents, and the separation of planning and performance information will be assessed, and if Parliament agrees, all departments and agencies will move to a spring Report on Plans and Priorities, and a fall Performance Report, with the first complete package of separate performance reports beginning in the fall of 1997.

These documents are available electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions about this document, or the Improved Reporting to Parliament Project, can be directed to the TBS Internet site, or to:

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## *The Minister's Message*

*I am pleased to present this Report on the Plans and Priorities of the Royal Canadian Mounted Police (RCMP) to the Parliament and people of Canada.*

*The primary objective of the RCMP is to make Canada a safer place to live. This objective is being pursued within a complex public policy environment which is influenced by demographic and crime trends, public perceptions about crime and the government's commitment to safe homes, safe streets. The growth of transnational organized crime in particular has increased the need for law enforcement measures to deal with sophisticated criminal activities. The challenge of delivering the high calibre of policing services which Canadians have come to expect from the RCMP requires ongoing organizational renewal and innovation to ensure the right balance between the quality and affordability of services.*

*The RCMP is changing the way it provides policing services by transforming its traditional command and control management style to a culture founded on shared leadership and continuous learning. The regionalization of its service delivery is intended to improve internal decision-making and to enhance crime prevention at the community level.*

*The coming year will present many challenges for the RCMP. To further the RCMP's objective of safe homes, safe communities in a cost conscious environment, the Force will create further efficiencies in its organization and explore new partnerships in service delivery across the country. In addition to the RCMP's continued leadership in forensic technologies, international peacekeeping, police training and the evolution of restorative justice, it will play a strong role in the development of computerized information systems that respond to the needs of Canada's law enforcement community.*

*I believe Canadians have reason to be proud of the vitality, dedication and values of our national police force. The recently articulated Mission and Vision of the RCMP bear testimony to the strengths of the Force and its commitment to the communities it serves.*

*The Honourable Herb Gray, P.C., Q.C., M.P.  
Solicitor General of Canada*



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

**VISION:** We will:

Be a progressive, proactive and innovative organization.  
Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve.  
Be accountable and efficient through shared decision-making.  
Ensure a healthy work environment that encourages team building, open communication and mutual respect.  
Promote safe communities.  
Demonstrate leadership in the pursuit of excellence.

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

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

integrity  
honesty  
professionalism  
compassion  
respect  
accountability

**COMMITMENT TO OUR COMMUNITIES**

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

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



## II EXECUTIVE SUMMARY

### Introduction

This document represents the RCMP's response to the pilot project for improved reporting to Parliament. In response to broad guidelines provided by Treasury Board Secretariat, this report is the product of an RCMP planning process that is currently in midstream. Further improvements to this process may therefore be anticipated in the future, especially when feedback from Parliamentarians is received as to ways in which this document can be enhanced to meet their needs and expectations. One area in which the feedback of Parliamentarians will be particularly welcome is the results expectations and related performance indicators which are still in the developmental stage.

While five separate business lines are presented, they all contribute in a combined way to the achievement of the expected results. For example, the fight against organized crime may be led by federal policing services, but is supported at the operational level by contract policing services in communities across Canada and is also supported by the criminal intelligence capacity of the RCMP. Taken together, the five business lines contribute to the RCMP's strategic objective of "safe homes, safe communities."

It should also be noted that successful implementation of the key strategies and delivery of the services under each business line is not confined solely to the initiative of the RCMP. Partnerships with other police agencies, other law enforcement agencies, and other federal government departments, including the Department of the Solicitor General, influence these outcomes.

### Summary

As an agency of the Ministry of the Solicitor General of Canada, the RCMP plays a fundamental role in ensuring the fulfilment of the government's public safety agenda through the provision of high quality policing services which are designed to meet the needs of all Canadian communities. The strategic objective of the Force continues to be focussed on "safe homes, safe communities". In furtherance of this objective, the Force has identified a number of strategic priorities including:

- providing protection against organized crime;
- reducing violent and youth crime;
- enhancing community policing; and
- developing innovative approaches to program delivery.

The attainment of the RCMP's strategic priorities will be accomplished through the implementation of specific initiatives which have been identified to focus efforts in areas of police service delivery which are likely to have the greatest potential for successful outcomes and positive impacts. These initiatives are discussed in detail throughout the remainder of this document. The most critical





operational initiatives are centred around the control of organized crime and the reduction of violent and youth crime.

The continuation of the Anti-Smuggling and Proceeds of Crime initiatives is necessary to combat organized crime by defeating the economic power of organized criminals. The involvement of organized crime groups in alien smuggling presents a further challenge to the police as these groups expand their traditional criminal activities beyond such illegal operations as smuggling of contraband goods and drug trafficking. To effectively combat the continuing threat of organized criminal activities, the Force must sustain a focussed and intensive effort.

While the incidence of violent crime has decreased over the past five years, there has continued to be an increase in the concern about violence in Canadian communities. The RCMP has undertaken a number of initiatives which are designed to help communities become safer through education, communication and training programs. The development of the Violent Crime Linkage Analysis system, the creation of a new firearms registration and identification system, and the establishment of a DNA data bank to aid in the identification of violent criminals, will provide the police with unique and effective tools to combat violent criminal activity. Responding to violence, facilitating crime prevention and focussing on youth crime and the root causes of crime have been important organizational priorities for the past three years and will continue to be pursued with vigour.

The evolution of community policing and its adoption throughout all activities continues to guide many key initiatives designed to improve the delivery of policing services to Canadians. In response to the special needs of aboriginal communities, the RCMP is developing a variety of specific initiatives designed to provide culturally sensitive policing services and foster good police-community relations. In preparation for the creation of the new Nunavut territory, the RCMP has studied the policing needs of the people of Nunavut and developed a number of options to offer appropriate policing services. The Force will continue to be a key partner in the Aboriginal Justice Initiative which will develop a renewed approach to community owned, restorative justice programs.

The RCMP will continue to provide civilian police peacekeeping services to requesting countries as mandated by Canada's foreign policy requirements. The participation of RCMP personnel in specific United Nations missions may arise at any time depending on the nature and scope of international conflicts. Initiatives are underway to ensure that the RCMP is able to provide qualified resources without compromising domestic policing requirements.

The effective delivery of policing services, ranging from the enforcement of federal statutes to international police peacekeeping, can only be achieved through a strong internal management capacity which is responsive not only to the needs of the RCMP's clients but to the RCMP membership. The Force must be properly equipped to address the challenges of fiscal restraint, rising public expectations, technological change, and shifting crime trends. Expenditure reductions continue to be pursued to achieve Program Review targets. Initiatives currently underway include: a



policy review of National Police Services to develop options for delivery of services; cost-sharing opportunities for the Canadian Police College; and consolidation of federal criminal law enforcement in the RCMP.

The RCMP is undertaking many important initiatives which will take the Force into the 21st century and ensure that Canadians continue to receive the high quality policing services that have been the hallmark of the RCMP for almost 125 years. The Quality Service initiative and the move to regionalization will have broad implications for the management and delivery of policing services across the country as the organization evolves towards a culture based on shared leadership and decision-making at the service delivery level. The restructuring of the organization into four regions will facilitate organizational renewal and reinvigoration which is expected to result in continued streamlining and downsizing. Developments in human resource management and training programs will see the Force evolve as a "learning organization" where change management, career enhancement and continuous learning will be pursued to improve workforce effectiveness. Separate employer status and a new accountability relationship with Treasury Board are being explored as ways to provide greater flexibility to cope with ongoing organizational challenges and pressures.

As the country's national police force and symbol of Canadian identity, it is paramount that the integrity of the RCMP be maintained and protected. The promotion of the positive image of the Force will continue through the efforts of the sponsorship and licensing program and the work of the Mounted Police Foundation and the RCMP Musical Ride which provide strong support for community policing programs. In 1998, the RCMP will be marking the 125th anniversary of its formation and establishment on the frontier. Many nation-wide activities are planned to celebrate the occasion and to underscore the contribution made by the Mounted Police to national unity.

J.P.R. Murray  
Commissioner



### III PLANS AND PRIORITIES

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

Figure 1 below provides a detailed summary of the RCMP's key plans, priorities, strategies and initiatives for 1997/1998 to 1999/2000.

**Figure 1**

Plans, Priorities, Strategies		Specific Initiatives
<b>FEDERAL POLICING</b>	Protection Against Organized Crime	<ul style="list-style-type: none"> <li>• Anti-Smuggling Initiative</li> <li>• Proceeds of Crime</li> <li>• Coastal Enforcement</li> <li>• Immigration Enforcement</li> </ul>
	Enhanced National Security	<ul style="list-style-type: none"> <li>• Criminal Intelligence Program</li> </ul>
<b>CONTRACT POLICING</b>	Reduced Frequency of Violent and Youth Crime	<ul style="list-style-type: none"> <li>• Five-Year Strategic Plan</li> </ul>
	Aboriginal Policing Priorities	<ul style="list-style-type: none"> <li>• Nunavut Contract Policing Services</li> <li>• Aboriginal Justice Initiative</li> </ul>
	Provincial and Municipal Policing	<ul style="list-style-type: none"> <li>• Five-Year Contract Review</li> <li>• Financing New Contract Positions</li> </ul>
	New Models of Administering Policing	<ul style="list-style-type: none"> <li>• District Policing Models</li> </ul>
<b>NATIONAL POLICE SERVICES</b>	Improved Investigative Tools	<ul style="list-style-type: none"> <li>• DNA Data Bank</li> </ul>
	Improved Information	<ul style="list-style-type: none"> <li>• Firearms Registry</li> </ul>
	Upgrading Technology	<ul style="list-style-type: none"> <li>• Integrated Justice System</li> <li>• Modernization of Canadian Police Information Centre (CPIC)</li> <li>• Improved Communications and Computer Support</li> <li>• Enhancement of Criminal Intelligence Information</li> </ul>
	Improved Learning Effectiveness	<ul style="list-style-type: none"> <li>• Specialized Training</li> </ul>



<b>UNITED NATIONS PEACEKEEPING</b>	Readiness for UN Missions	<ul style="list-style-type: none"> <li>Pool of 50 Civilian Police Peacekeepers</li> </ul>
<b>CORPORATE MANAGEMENT AND HUMAN RESOURCES</b>	National Unity and RCMP Image	<ul style="list-style-type: none"> <li>RCMP 125th Anniversary</li> <li>Public Relations, Communication and Marketing Services</li> </ul>
	Achievement of Program Review I Targets	<ul style="list-style-type: none"> <li>National Police Services Policy Review</li> <li>Options for the Canadian Police College</li> <li>Consolidation of Federal Criminal Law Enforcement in the RCMP</li> </ul>
	Achievement of Program Review II Targets	<ul style="list-style-type: none"> <li>Airport Security</li> </ul>
	Organizational Renewal	<ul style="list-style-type: none"> <li>Regionalization</li> <li>HQ Restructuring</li> </ul>
	Human Resources Management Priorities	<ul style="list-style-type: none"> <li>People Development</li> <li>Separate Employer Status</li> <li>Training Priorities</li> </ul>

## B. Departmental Overview

### 1. Roles and Responsibilities

The Royal Canadian Mounted Police, referred to in this document as the RCMP or the Force, is the national police service and an agency of the Ministry of the Solicitor General of Canada.

The RCMP was organized in 1873. The mandate of the RCMP is multi-faceted. It is to prevent and investigate crime, maintain order, enforce laws on matters as diverse as health and the protection of government revenues, to contribute to national security, ensure the safety of state officials, visiting dignitaries and foreign missions, and provide vital operational support services to other police and law enforcement agencies. This makes the RCMP unique in the world. At the same time, it is a national, federal, provincial and municipal policing body which is separately accountable to the public at each of these levels through existing legislation and agreements with contracting partners. This mandate is based on the authority and responsibility assigned under the *Royal Canadian Mounted Police Act*. This Act establishes the RCMP as a federal police service, provides the legislative basis for operation of the RCMP and authorizes the Solicitor General of Canada to enter into policing agreements with provincial, territorial and municipal governments on a cost-sharing basis. Part IV of the *Canadian Security Intelligence Service Act* gives the RCMP primary responsibility for duties assigned to peace officers in respect of offences constituting a threat to the security of Canada, or where the victim is an Internationally Protected Person (IPP) within the

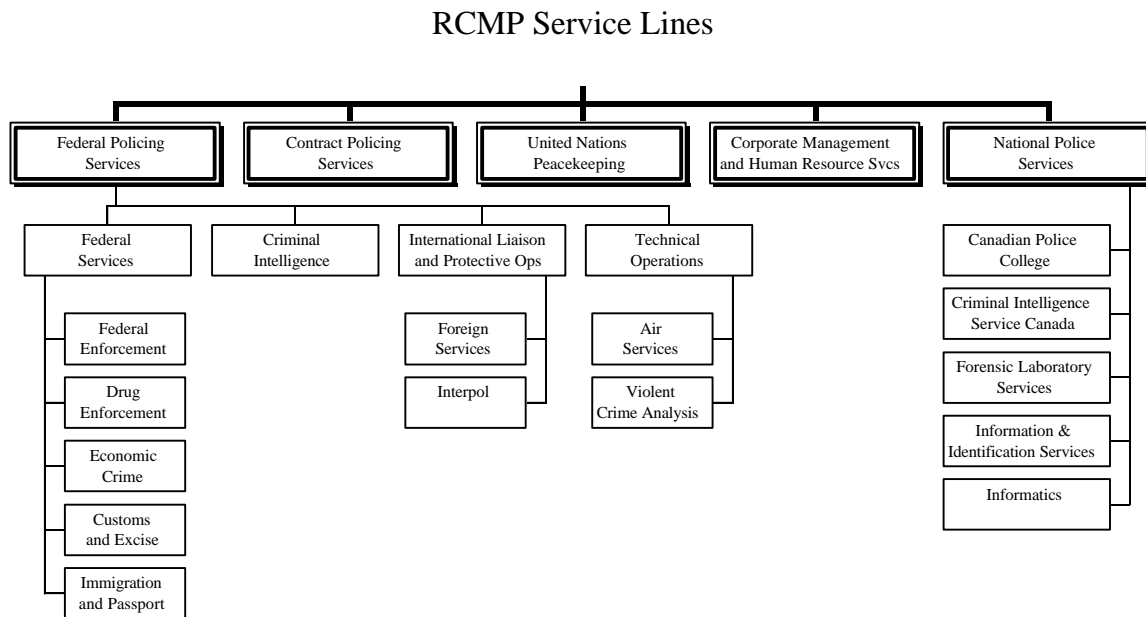


meaning of Section 2 of the *Criminal Code of Canada*. In addition, a number of Cabinet directives and international agreements assign protective responsibilities, while a substantial number of agreements with other federal departments and police agencies further define RCMP enforcement responsibilities.

## 2. Organization and Program Composition

The authority and accountability for executing the requirements of the *RCMP Act* rest with the Commissioner. The Commissioner reports to the Solicitor General of Canada, who in turn reports to the Parliament of Canada. The Commissioner is supported by five deputy commissioners and 12 commanding officers in the divisions across the country and the Commanding Officer “Depot” Division at the RCMP training facilities in Regina, Saskatchewan.

**Figure 2: RCMP Service Lines**



**Federal Policing Services:** The RCMP provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to the people of Canada to assist in the protection of public health and safety, the environment, trade and commerce, revenue collection, national security, foreign missions and state officials.

**National Police Services:** The RCMP provides forensic laboratory, identification, computerized police information, intelligence and advanced training services to the Canadian police community and some departmental law enforcement agencies. There is also some international sharing of services.

**Contract Policing Services:** Under 20-year agreements between the federal government and provincial, territorial and municipal governments, the RCMP provides community policing services to the populations of eight provinces, two territories and 199 municipalities. The wide range of services includes crime prevention, order maintenance, traffic enforcement, Criminal Code enforcement and the provision of emergency services. Contractual arrangements with First Nations communities are provided under tripartite agreements signed by federal, provincial and some individual band governments.

**United Nations Peacekeeping Services:** The RCMP is providing policing assistance and training through the United Nations to a number of countries in conflict.

**Corporate Management and Human Resource Services:** This is an internal service line which consists of finance and supply, public affairs and information, personnel, audit and evaluation, corporate policy and planning, and health services and training. A decision will be made during the next year whether this internal service line remains separate or is distributed throughout the other service lines.

### 3. Objectives and Priorities

The objective of the RCMP is derived from Section 18 of the *Royal Canadian Mounted Police Act*:

***To enforce laws, prevent crime and maintain peace, order and security.***

To achieve this objective, the RCMP engages in a variety of activities. The RCMP prevents, detects and investigates offences, enforces federal statutes, and co-ordinates the investigation of offences reported by other federal departments for illegal acts against the Crown. In addition to the federal responsibilities of the RCMP, policing services under contract are provided to the two territories and all provinces with the exception of Ontario and Quebec. This contracting of police services also extends to 199 municipalities as well as 52 First Nations communities. Contract policing, performed on a cost-sharing basis forms an integral part of the responsibilities of the RCMP.



The RCMP's strategic objective is directly linked to the organization's vision for "safe homes, safe communities". The RCMP is striving to achieve this objective by:

- providing protection against organized crime;
- reducing violent and youth crime;
- enhancing community policing; and
- developing innovative approaches to program delivery.

The attainment of the strategic objective will also require the development of centres of policy excellence, operations and service delivery. Through the extension of community policing, there will be a complete review of the organization and a reduction in the cost of doing business so that the RCMP's high-quality services remain affordable.

The RCMP's strategic objective for "safe homes, safe communities" is designed to meet present day and future crime and order problems. Specific initiatives are being designed to meet particular issues. New service delivery models may vary from division to division depending on local conditions. The emphasis will be on freeing members from administrative duties to increase the amount of time spent on operational front-line police services. Common services across detachments, sub-divisions and divisions are being amalgamated or shared to achieve economies of scale. Standardized policies and procedures that have lost their usefulness and hinder the complete adoption of community policing practices are being eliminated. New information technology will continue to be introduced to promote decentralization, organizational flattening, community policing and the creation of an interactive, networked organization necessary for the achievement of all these objectives. The RCMP will be developing: a national strategy against organized crime; violent crime reduction strategies as a community policing target; establishing a youth advisory committee to the Commissioner; developing a police delivery service model for the new Inuit Territory of Nunavut; and is in the early stages of implementing an action plan for a unified vision and approach to federal policing. Human resource strategies will also ensure that employees are selected, trained, appraised and rewarded according to new directions.

The implementation of the strategic plan for "safe homes, safe communities" will involve the three major service lines of the RCMP. Services to aboriginal people, order maintenance, violent crime and youth crime will be largely met through the provision of contract policing services, while transnational organized crime will engage both contract and federal policing services. Programs such as firearms registration or enhanced information services for containing organized crime will involve National Police Services, since these are concerned with providing vital operational support to other police and law enforcement agencies.



#### 4. Departmental Expenditure Overview

Figure 3: RCMP Overview

(Millions)	Planned Expenditures 1996-97	Planned Expenditures 1997-98	Planned 1998-99	Planned 1999-00
Gross Planned Expenditures	1,925.7	1,837.1	1,767.4	1,766.8
Less Revenue To the Vote	724.7	718.7	718.9	718.9
<b>NET PLANNED EXPENDITURES (VOTE)</b>	<b>1,201.0</b>	<b>1,118.4</b>	<b>1,048.5</b>	<b>1,047.9</b>
Less Revenue credited to the Consolidated Revenue Fund	18.0	18.0	18.0	18.0
Plus Cost of Services provided by other Departments	221.7	218.2	218.2	218.2
<b>NET COST OF THE DEPARTMENT</b>	<b>1,404.7</b>	<b>1,318.6</b>	<b>1,248.7</b>	<b>1,248.1</b>

Figure 4: Gross Planned Expenditures by Business Line for the Planning Period

(Millions)	Planned Expenditures 1996-97	Planned Expenditures 1997-98	Planned 1998-99	Planned 1999-00
<b>Business Lines</b>				
Federal Policing Services	526.6	452.4	393.4	393.4
Contract Policing Services	809.1	817.2	817.2	816.6
National Police Services	285.1	284.9	285.1	285.2
United Nations Peacekeeping	0.0	0.0	0.0	0.0
Corporate Mgt and Human Resources Services	304.9	282.6	271.6	271.6
<b>Gross Planned Expenditures</b>	<b>1,925.7</b>	<b>1,837.1</b>	<b>1,767.3</b>	<b>1,766.8</b>





## C. Details by Business Lines

Before describing individual business lines, there are three areas which have similar impacts on each of the business lines and on the first three in particular.

### Operating Context:

The Federal Policing Services, Contract Policing Services and National Police Services business lines contribute to the RCMP's objective of "safe homes, safe communities". These service lines are influenced by factors, such as:

- *Fiscal restraint:* deficit reduction requirements for all levels of government are either limiting expenditures in policing to current levels or are reducing those expenditures. On the other hand, there are increasing costs or new costs for additional services, such as DNA analysis and firearms registration. The impact will no doubt have effects on the roles and responsibilities, together with the health and safety concerns of RCMP members. The policing services that Canadians now enjoy have been affected by budget restraint measures. Developing new cost recovery or cost-sharing partnerships with clients is necessary to meet the growing demands for services in a time of budget cuts at all levels of government.
- *Public concern with violent crime, youth crime, family violence and hate crime:* while all agencies of the criminal justice system have a responsibility, police services are the most burdened by demands for protection from violent crime. At the same time, while reported *youth crime* continues to decline, gang activity and youth violence is seen to be increasing.
- *Raised public expectations for policing services:* particularly where community policing efforts have led to more effective and efficient policing, the public is asking for more police services as well as new kinds of services. Consequently, the RCMP, like many other police services across Canada, is experiencing increased demands on its operational personnel.
- *Aging Canadian population:* this contributes to downward crime rates but also to increased concern with crime as a social problem and to increased fears of being victimized. These trends shape the longer-term demands on police services.
- *Aboriginal justice matters:* many aboriginal communities, in need of sensitive and effective policing services, often prefer RCMP services; the new Nunavut territory may soon be requesting RCMP contract policing services to commence in 1999.
- *Growth of transnational organized crime.* This problem has become a priority of the Ministry of the Solicitor General. Activities cross jurisdictional boundaries and the criminal use of information technology has made investigations difficult and costly. Organized crime, including gangs and multi-jurisdictional, multi-faceted transnational crime, is growing rapidly.



- *Technological change.* Advancements in technology are having drastic impacts on Proceeds of Crime enforcement both in Canada and internationally. The rising incidence of crime involving technology and subsequent money laundering activity by organized crime groups operating in Canada will present significant challenges for the police. Significant capital investments are often required to adopt technological advancements to enhance crime fighting tools against the criminal element, for example, computer fraud.
- *Increasing demand:* demand is outpacing the current supply of specialized police services, especially for communications, computer and information management infrastructures, criminal intelligence, criminal records, DNA analysis, and advanced training.
- *Integrated Justice System:* there are growing needs for stronger partnerships and information sharing between the various sectors within the criminal justice system, especially in the areas of policing and correctional services. The introduction of an integrated system is expected to reduce the risk of information gaps concerning offenders, especially high-risk offenders and sex offenders.

### **Key Government Initiatives:**

RCMP initiatives reflect the commitments of the federal government, as identified in the Government's criminal justice program, as well as the priorities of those provincial, territorial and municipal governments with which the RCMP has service contracts. At the federal level, key initiatives include:

- strategies to combat the proliferation of *transnational organized crime*;
- *Gun Control*, including the registration of firearms through RCMP detachments;
- the proposed *DNA data bank*;
- the *National Strategy on Community Safety and Crime Prevention* whose "safe homes/safe streets" agenda provides the context for the Force's "safe homes, safe communities" priority;
- the *Family Violence* initiative, to reduce violence against women and children;
- *Canada's Drug Law Enforcement and Control Strategy* (previously *Canada's Drug Strategy*), including measures to enhance the forfeiture of proceeds of crime; and
- *Brighter Futures*, to reduce the likelihood of children and youth being at risk of coming into contact with the law, either as victims or as offenders.



## Change Management Issues:

The following issues are associated with the delivery of RCMP services across all business lines.

- *Quality service initiative:* community policing supports the government's effort to improve service delivery. Service delivery mechanisms of the RCMP (i.e. community policing) will reflect this priority. The emphasis on client needs, partnerships and quality service associated with the community policing approach being implemented across the RCMP coincides with the government initiative to promote improved service delivery and with the review of National Police Services.
- *Downsizing:* between 1993 and 1994, the number of RCMP members decreased by 2.8 percent compared to 1.8 percent for other Canadian police agencies. Downsizing must be monitored since workload per individual employee remains high and minimum resource standards must be maintained to ensure both effectiveness, and the health and safety of employees.
- *Regionalization:* the RCMP is being restructured into four geographic regions. This decentralization of authority will have broad implications for the management and delivery of policing services across the country.
- *Working in partnerships across the Ministry of the Solicitor General:* the strategic planning of the RCMP takes into account the need for close co-operation with other agencies, as well as the policy and planning framework of the Ministry of the Solicitor General of Canada.
- *Review of National Police Services:* a review of most of the RCMP's National Police Services has been undertaken to develop options to improve client service, to identify emerging needs, and to seek opportunities for cost-sharing partnerships. A report will be submitted to the Solicitor General of Canada in March 1997.

## 1. FEDERAL POLICING SERVICES

### Business Line Objectives:

Federal Policing Services provides community policing services, which include investigation and enforcement of the law in areas such as drugs, customs and excise, immigration and VIP security.



### Results Expectations for Federal Policing Services:

<i>Results Expected</i>	<i>Measures:</i>
<i>To reduce the economic incentive for enterprise crime</i>	<i>Indicated by increases in the value of assets/seizures under Integrated Proceeds of Crime, Proceeds of Crime, and Anti-Smuggling Initiative (ASI), including: monies, property, all types of vehicles, drugs, contraband goods (e.g., tobacco, alcohol, jewellery, prohibited firearms)</i>
<i>To reduce opportunities for transborder crime</i>	<i>Indicated by decreases in: organized illegal entries into Canada, alien smuggling organizations, suppliers of forged travel documents, and counterfeiters of currency and negotiable instruments</i>
<i>To improve the police response to organized crime</i>	<i>Indicated by the number of successfully completed organized crime investigations resulting in prosecutions</i>
<i>To contribute to a decline in illicit drug consumption</i>	<i>Indicated by the number of drug investigations and arrests and by increased participation in drug prevention programs for awareness and education</i>
<i>To contribute to a reduction in economic crime</i>	<i>Indicated by increases in successful investigations and arrests for white collar crime in areas such as corporate crime, corruption, telemarketing fraud, securities and stock market fraud</i>
<i>To enhance the quality of criminal intelligence and information</i>	<i>Indicated by increased satisfaction expressed by key partners and clients of the RCMP's Criminal Intelligence Program</i>
<i>To improve the efficiency of air service to remote communities in support of the RCMP's federal and contract policing services</i>	<i>Indicated by the implementation of more cost-effective options for providing air transportation and electronic communications</i>
<i>To improve RCMP security programs</i>	<i>Indicated by development of security awareness programs and new skills and technologies required for the protection of sensitive information and assets</i>
<i>To improve the effectiveness of international liaison and overseas activities</i>	<i>Indicated by improved international cooperation with foreign police agencies and governments</i>
<i>To improve the sharing of information on violent offences and offenders within the police community</i>	<i>Indicated by increased use and adoption by Canadian police agencies of the Violent Crime Linkage Analysis System (ViCLAS), i.e., increases in the number of links and series of cases</i>



## Ongoing Programs within Federal Policing Services:

**Customs and Excise Program:** The development of community policing strategies continues. There are ongoing initiatives involving private industry as well as extensive information programming through the print, radio and television media. In addition, other stakeholders such as federal and provincial government agencies and other enforcement agencies are involved in ongoing developments in both the operational and administrative aspects of the enforcement program.

Border protection has become an intricate part of the Customs and Excise program. While all borders are protected through the location of investigative units at strategic locations, "C" Division (Quebec) has developed a border enforcement strategy that involves the deployment of personnel specifically to investigate/prevent border violations. This has led to enhanced border enforcement under all criminal categories including drug and immigration enforcement.

**Drug Enforcement Program:** The Drug Enforcement program operates in concert with other law enforcement efforts as well as with other crime prevention initiatives to prevent harm to communities caused by drug abuse. This harm takes various forms such as associated crime, physical and verbal abuse/violence, failure to provide financial and psychological support to families, health costs both financial and otherwise, loss of workplace productivity and danger to abusers themselves and others through operation and maintenance of machinery. The Drug Enforcement program is not limited only to enforcement of legislation but also includes the associated crime prevention strategies of drug awareness and education.

The present balance of enforcement and education is necessary to achieve the most effective results. The many associated causes and effects of drug abuse necessitate that drug enforcement efforts take place in co-operation with other agencies in the areas of health, education, workplace and other social programs. The RCMP's Drug Enforcement program, therefore works with the community, clients and partners to reduce the social and economic harm caused by drug abuse.

**Immigration and Federal Policing Program:** Since the RCMP assumed the responsibility of enforcing immigration legislation more than thirty years ago, it has been faced with many challenges posed by global migration and has gained a wealth of knowledge and experience. This experience suggests that global migration has increased; in many instances, a criminal infrastructure has emerged which is determined to reap tremendous financial profit through the exploitation of migrants seeking illegal entry to Canada.

**Proceeds of Crime (POC) Program:** The POC program of the RCMP is mandated to identify, restrain and forfeit illicit and unreported wealth accumulated through criminal activity by investigating and prosecuting offenders. The POC units vigorously pursue criminal organizations both nationally and internationally by attacking their illegally gained assets. This initiative is founded on two principles: 1) that forfeiture of profits takes the incentive out of crime and incapacitates organized criminal groups and 2) multi-disciplinary teams of police investigators,



forensic accountants and prosecutors will have greater success in seizing the profits of crime than police investigators alone.

***Economic Crime Program:*** The fight against white collar crime, corruption and organized crime is a multifaceted task which includes partnerships with the securities market and financial institutions to target securities and stock market fraud. The RCMP has initiated the formation of a consortium of representatives from the Stock Exchanges and Provincial Securities Commissions with the Provinces of Quebec, Ontario, Alberta and British Columbia, and the Canadian Investment Dealers Association. This community policing initiative has resulted in the development of an automated market trading analysis system known as "MICA" (Market Integrity Computer Analysis). The MICA consortium has entered into an agreement with a software firm to market the MICA software package around the world. This system is used not only by regulatory personnel on the lookout for suspicious market activity but also by police and securities commissions in the preparation of trading analysis for criminal prosecutions. The MICA consortium is further involved in practices such as setting national standards for the management of brokerage data in electronic format.

Additionally, combatting fraud and abuse in telemarketing requires the development of initiatives which go beyond conventional law enforcement techniques. Similarly, sophisticated crimes involving the use of information technology have threatened to outpace law enforcement efforts to deal with the technological revolution. The RCMP's technological crime program therefore continues to focus on the formation of strategic partnerships with professional industry associations as well as with other law enforcement agencies both nationally and internationally.

***Criminal Intelligence Program:*** The RCMP continues to provide a national program for the management of criminal information and intelligence which permits the Force to detect and prevent crime having an organized, serious or national security dimension in Canada, or internationally as it affects Canada. Within the program, organized crime is combatted through task forces which allow for the policing partners to benefit from combined human and technological resources. As organized crime operations are increasingly transnational in nature, the RCMP participates in a variety of partnerships and working groups to enhance the use of criminal intelligence.

***Technical Operations Program:*** The RCMP's Air Services program provides quick access to remote communities in direct support of the Force's law enforcement and public safety activities. To continue the provision of efficient services, the RCMP is examining the use of single engine aircraft which incur half the operating costs of the current Twin Otter aircraft, and have twice the range and 70 percent greater speed than the Twin Otter.

The protection of sensitive information and assets has become increasingly more important with the growth of automated records. New skills and technologies will have to be developed and utilized. The development of security awareness and training programs is expected to raise the level of security awareness in the RCMP, while a system of security reviews will measure the compliance



with security policy. The RCMP will be undertaking research of new technical security equipment and will benchmark security practices of other security departments in government and in the private sector.

The RCMP has responsibility for a variety of technical services aimed at providing investigative support services to Canadian law enforcement agencies, including such measures as: the profiling of unknown offenders, indirect personality assessment, equivocal death analysis, crime scene analysis, geographic profiling of crimes, truth verification services including the use of Polygraph examinations and the Violent Crime Linkage Analysis System (ViCLAS). ViCLAS is an automated case linkage system to capture, collate and compare certain crimes of interpersonal violence in order to identify those of a serial nature. This system has earned international recognition, has been adopted by many foreign police agencies, and is considered to be the foremost system of its kind currently available worldwide. As the rate of reporting ViCLAS cases increases, the number of FTEs associated with the program is expected to grow proportionately. As these services become better known, compliance with the ViCLAS program is expected to improve investigative effectiveness resulting in the earlier apprehension of violent offenders.

***International Liaison and Protective Operations Program:*** The International Liaison program continues to maintain 31 liaison officers at 23 posts in 20 countries. With the rising incidence of transnational criminal activities, RCMP liaison officers are facing ever increasing demands on their services. Major national operations frequently develop into international multi-country investigations. Redeployment of personnel and the opening of new posts, such as the new Moscow office are strategies being utilized to address the increasing workload.

The RCMP continues to provide security co-ordination for major events and foreign visits to Canada of all Internationally Protected Persons (IPP). Security co-ordination is planned for approximately 200 international visits per year between 1997/1998 and 1999/2000. Major upcoming events include: Royal visits of Her Majesty the Queen; the General Federal Election; and the Asian Pacific Economic Conference (APEC). For major sporting events, the Force has encouraged Sports Canada to enter into partnerships for cost-sharing. The challenge will be to obtain resources through borrowing, cost-sharing partnerships, and user fees, while retaining clients and helping those who are unable to contribute to the increased cost.

## **Key Plans and Strategies for Federal Policing Services:**

### **a) Protection Against Organized Crime**

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





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

Despite success in removing small and medium-level smuggling activity, larger sophisticated criminal organizations have successfully engaged in the smuggling of contraband goods including tobacco, alcohol, jewellery and prohibited firearms.

The National Action Plan to Combat Smuggling currently provides funding for 357 FTEs. Continued commitment of the government to the ASI program will enable effective investigation of organized criminal smuggling groups and the protection of Canada's international borders.

- ***Proceeds of Crime (POC)***

The Proceeds of Crime initiative was made possible by assembling existing RCMP resources and resources from Canada's Drug Law Enforcement and Control Strategy for anti-drug profiteering and the National Action Plan to Combat Smuggling. These investigations are undertaken through a multi-disciplinary team approach involving police investigators, forensic accountants and prosecutors. There are 19 units across Canada.

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

In 1996, the government approved an initiative that will result in the integrated response concept being expanded to all existing POC units across Canada, by creating 10 new Integrated Proceeds of Crime (IPOC) units and by enhancing the three existing Integrated Anti-Drug Profiteering (IADP) units in Vancouver, Montreal and Toronto. These units, scheduled to be operational by April 1, 1997, will require 189 RCMP staff; 20 forensic accountants, and 29 provincial and municipal officers.

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

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





- ***Coastal Enforcement***

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

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

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

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

Coastal enforcement optimizes existing resources by training them to work more efficiently and effectively. This criminal activity problem does not belong to the police alone, but involves communities in partnership with the police to help curtail the efforts of organized criminal groups.

- ***Immigration Enforcement***

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

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

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



## **b) Enhanced National Security**

- ***Criminal Intelligence Program***

The investigation of criminal offences relating to national security as well as the maintenance of the national Threat Assessment Program are part of the RCMP's Criminal Intelligence program. A position has been established to deal specifically with the profiling of suspect terrorists and their associates in an effort to curtail their activity in Canada. Starting in July 1997, the RCMP will enhance its national security response and investigative capability by creating new sections at designated Canadian international airports. Funds from the withdrawal of RCMP protective policing and security services at Canada's international airports will be utilized to finance the enhancements.

## **2. CONTRACT POLICING SERVICES**

### **Business Line Objectives:**

Based on agreements between different levels of government, contract policing services are provided to diverse communities across Canada (with the exception of Quebec and Ontario) in eight provinces and two territories and 199 municipalities. As well, culturally sensitive police services are delivered to 52 First Nations communities.

Tailored to the needs of each community, these services include crime prevention, order maintenance (e.g., resolving minor disputes without invoking the law; lost or missing persons; service in civil processes), traffic enforcement, Criminal Code enforcement and emergency services. The result is quality policing service to support the RCMP's objective of "safe homes, safe communities."

Community policing involves applying modern management principles to policing: decentralization, empowerment and decision-making at the front line of service delivery, risk management, client consultation, problem solving, police-community partnerships, and mobilization of community resources.

### **Results Expectations:**

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



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

<i>Results Expected</i>	<i>Measures:</i>	<i>Comments:</i>
<i>To contribute to a continued downward trend in overall crime</i>	<i>Indicated by official crime statistics</i>	<i>These rates will be interpreted in the context of any changes in the willingness for people to report their victimization to the RCMP, as encouraged by community policing activities</i>
<i>To contribute to a reduction in violent crime and victimization</i>	<i>Indicated by surveys of victims</i>	<i>Should be in the context of priorities established by provincial and territorial governments where the RCMP has contracts, in particular on family violence such as spousal assault and on other violent crimes, such as sexual assault</i>
<i>To contribute to a reduction in youth crime</i>	<i>Indicated by official crime rates, diversion and other programs, and victimization surveys</i>	<i>Should be in the context of priorities established by provincial and territorial governments where the RCMP has contracts, in particular on children and youth at risk of coming into contact with the police</i>
<i>To contribute to a reduction in traffic accidents resulting in major injuries or fatalities and to a reduction in property damage</i>	<i>Indicated by hospital records and insurance claims</i>	
<i>To contribute to a reduction in property damage resulting from theft or vandalism</i>	<i>Indicated by insurance claims</i>	
<i>To develop benchmarks for significant changes in crime rates in contract jurisdictions</i>	<i>Indicated by increases or decreases in crimes reported to the RCMP, by detachment, division or region</i>	<i>These benchmarks will flag detachments or areas in order to review policing practices and environmental factors to identify which factors have an impact on crime and victimization</i>



<i>To achieve an upward trend in solving crimes</i>	<i>Indicated by increases in clearance rates, by detachment, division or region</i>	<i>It is recognized that these clearance rates (i.e., the proportion of crimes reported to the police that are solved or otherwise accounted for) may be the result of police effectiveness as well as a number of other factors</i>
<i>To improve the quality of investigation and enforcement</i>	<i>Indicated by an improved ratio between the number of cases which have gone forward for prosecution and the number of briefs submitted to the Crown by the RCMP</i>	<i>It is also recognized that a certain proportion of cases may not proceed by way of criminal prosecution because they have been dealt with through a civil proceeding</i>
<i>To reduce the negative impact of the criminal justice system on aboriginal youth</i>	<i>Indicated by increased use by the RCMP and community members of preventive, restorative measures</i>	<i>The capacity of the RCMP to use restorative measures is indicated by increases in (i) training in suicide intervention and (ii) training in Family Group Conferencing and (iii) alternative dispute resolution mechanisms</i>
<i>To provide policing services in the new Nunavut Territory</i>	<i>Indicated by a formal agreement between governments</i>	<i>The Corporate Management and Human Resources business line has the lead in plans for policing in Nunavut</i>
<i>To achieve a reduction in the number of public complaints found justified</i>	<i>Indicated by the ratio of founded complaints to the number of police officers</i>	



<p><i>To achieve increased satisfaction by clients and partners, in relation to policing services delivered by the RCMP</i></p>	<p><i>Indicated by satisfaction expressed by clients, victims, communities, and contract governments</i></p>	<p><i>Standard surveys will be developed for use in each jurisdiction so that comparisons can more easily be made. Discussions will be held with contract provinces to develop mutually beneficial accountability reports, including:</i></p> <ul style="list-style-type: none"> <li><i>(a) common performance indicators for the results expected from policing services including quality of service;</i></li> <li><i>(b) common standards for reporting on federal and provincial priorities and related expected results; and</i></li> <li><i>(c) ways for provincial, territorial and municipal clients to indicate their satisfaction with the efficiency, effectiveness and quality of RCMP services, including the nature, scope and quality of RCMP reporting</i></li> </ul>
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### **Ongoing Programs within Contract Policing Services:**

***Contract Policing Program:*** The Contract Policing Program forms the largest and, perhaps, the most visible component of the RCMP's services, both in terms of human and financial resources. Over 9,600 RCMP employees, including "regular members" (or uniformed police officers), civilian members, and Public Service Employees are engaged in the delivery of community policing services under contract with provincial, territorial, and municipal governments.

By contrast with the specialized services provided by federal policing, services provided under contract are, as noted earlier, those which are more commonly associated with everyday, front-line policing. These services include preventing crime, maintaining order in communities, enforcing traffic laws, enforcing the criminal law, and providing emergency services. The workload for RCMP members in discharging their diverse responsibilities as peace officers is growing. While the numbers of offences handled by the RCMP may be stable or declining in recent years, the emphasis on community policing means that the work associated with delivering *quality* policing services has grown.

While raw numbers are no longer good indicators of police workload, RCMP members were involved in more than 2.3 million offences that were reported to them during 1996 under the *Criminal Code*, other federal statutes, provincial statutes, territorial ordinances, and municipal by-laws. The number of offences reported to the police has declined overall, but it is not clear whether this is due to fewer



actual offences occurring in an aging society, to an improved Canadian economy, to community policing, or to changes in the willingness of the public to call the police for assistance.

Of the total crimes reported in 1996 to the RCMP, approximately 30 percent (or about 750,000 crimes) consist of *Criminal Code* offences, resulting in over 80,000 charges against adults and over 30,000 charges against young offenders. In 1996, *Criminal Code* crimes reported included nearly 100,000 offences against the person (i.e., violent crimes), over 350,000 property offences, and about 275,000 “other” *Criminal Code* offences. While *Criminal Code* offences against the person (i.e., crimes of violence) have declined in recent years to about 12 percent of all *Criminal Code* offences reported to the police, they have been of growing concern to Canadians and, therefore, to the RCMP. High-risk offenders are increasingly the target of RCMP activities, aided by enhanced information provided by programs such as ViCLAS (described elsewhere in this report).

Property offences, which form about half of all *Criminal Code* offences, included “break and enter”, theft, frauds, and other offences. However, the number of property offences reported to the police has declined in recent years, partly because of an increase in the value of the stolen property to be included in the offences of theft, mischiefs, fraud and possession of stolen goods. Nonetheless, theft under \$5,000 still represents approximately 50 percent of all property crime. Twenty-five per cent of property crimes are made up of break and enters, mostly to residences.

Nearly half of the approximately 42,000 offences reported by the public to the police in 1996 under federal statutes enforced by the RCMP are for “general” federal offences, such as those associated with shipping, national parks, customs and excise, and explosives. Sixty percent of the total federal offences are for drug crimes, including narcotics, restricted drugs and controlled drugs. Unlike personnel working directly for the RCMP’s drug enforcement program, RCMP members involved in contract policing target street level drug trafficking and use. Consequently, the majority of their drug seizures involve marijuana and hashish. At the same time, there has been an increase since 1988 in the number of cocaine-related offences resulting from the increased availability and use of cocaine. However, it is not clear what the likely impact will be on the number of offences as a result of the expected passage of Bill C-8, the *Controlled Drugs and Substances Act*.

The enforcement of provincial statutes and territorial ordinances is a major responsibility of contract policing services. Since 1988, these types of offences have comprised about 51 percent of the total workload of RCMP members in the contract jurisdictions. The bulk of these offences fall under liquor, traffic and “general” categories, with liquor related incidents generating over 150,000. Constituting 85 percent of provincial and territorial offences, traffic offences initiate nearly 1 million cases each year for the RCMP to handle. However, the total number of these offences has been decreasing steadily each year since 1991. The “general” category is comparatively small and comprises incidents which contravene diverse legislation such as those encompassing child welfare, litter, tobacco and coroners’ responsibilities.

Municipal by-laws are also enforced by the RCMP in contract jurisdictions, involving mostly traffic as well as a “general” category of offences. Parking offences generate over 37,000 incidents while



traffic offences (mostly speeding) are responsible for over 1,700 cases. While traffic related incidents have declined since 1991, this is likely due in part to the impact of enforcement and education programs and in part to the impact of fewer resources being available to enforce traffic regulations. Similarly, declines in the two offences of “impaired operation of a motor vehicle” and “driving with a blood alcohol level greater than 80 mg,” which together comprise about 80 percent of total *Criminal Code* traffic offences, are due to targeted enforcement strategies and practices such as check/stop programs.

Every year, RCMP members deal with over 165,000 traffic collisions. Declines in traffic collisions over recent years may be due to a combination of education programs, safer driving habits, changes in reporting and police recording practices, and lack of police resources to respond to every call for assistance from the public. Minor traffic incidents are increasingly being dealt with as a matter for insurance claims and may not involve the police directly. Nonetheless, the time required to investigate traffic collisions in any given year is considerable. Serious collisions, whether reported as “fatal” or “non-fatal with injuries,” form a significant part of an RCMP officer’s workload. While the number of serious collisions has increased slightly, those involving fatalities have actually decreased, probably as a result of a greater use of seat belts, air bags, safer vehicles, better road engineering, education programs, and improved enforcement practices.

**Community Policing Program:** Community policing involves the solving and prevention of local crime and disorder problems in partnership with the client community. It is designed to deliver quality policing services to diverse communities and aboriginal peoples across Canada in an efficient and effective manner. The RCMP has implemented community policing across all contract jurisdictions and is now working towards applying other business lines the two key strategies of problem solving and forming partnerships.

Projects in Burnaby, British Columbia, Cole Harbour, Nova Scotia and Dauphin, Manitoba are being used to demonstrate ways in which community policing may enhance the quality of police services delivered to RCMP clients. From these projects, new models of service delivery are being developed.

The RCMP has a number of initiatives designed to develop closer ties with its client communities including programs for students, youth and volunteers such as the Summer Student Program; the Venturers Program in co-operation with Scouts Canada; and Neighbourhood “Watch” Programs.

**Aboriginal Policing Program:** Throughout its history, the RCMP has been involved in the delivery of policing services to aboriginal peoples and remains committed to working with aboriginal communities to provide appropriate services. Under the federal government’s First Nations Policing Policy, 52 communities receive RCMP policing services through 41 Community Tripartite Agreements (as of January, 1997) that were negotiated between the Federal Government, provincial governments, and First Nations communities. As well, many aboriginal communities receive RCMP policing services outside the federal government’s First Nations Policing Policy; that is, they receive services under the contracts between the federal government and the RCMP to provide these policing services.





Other elements of the RCMP's Aboriginal Policing Program include the following:

- *Aboriginal recruitment* to the RCMP is growing as a result of a priority given to two programs designed to increase aboriginal participation from the current level of 4.5 percent as of January, 1997, to a total of 5 percent. The *Aboriginal Cadet Development Program* assists with the development of those who do not yet meet the basic standards for entry into the training program.
- *The Aboriginal Youth Training Program* provides aboriginal youth with 3 weeks educational experience at the RCMP academy in Regina, Saskatchewan, and a 14 week ride-along program with RCMP detachments. The objective of this program is to assist aboriginal students to develop skills that may lead to a career in policing, corrections or justice.
- *Cultural awareness and sensitivity* is emphasized as an element of basic training at the Regina training academy as well as in the services delivered at the detachment level. Meetings and cultural workshops involving RCMP members and aboriginal peoples routinely take place. Regional and detachment cross-cultural interaction, often conducted more formally through police-community consultation committees comprised of aboriginal peoples, is an effective method of addressing concerns to aboriginal communities and the police.
- *The Commissioner's National Aboriginal Advisory Committee*, which meets bi-annually, provides a forum for discussion on issues such as aboriginal recruitment, training, community relations, and other issues that arise from time to time.
- *The RCMP Community Suicide Intervention/Prevention Program* was developed to confront the growing problem of suicide, particularly in aboriginal communities.

***Crime Prevention and Victims Services Program:*** Crime prevention and the victims of crime, including the prevention of repeat victimization, are addressed through RCMP education and public awareness programs and by tailoring services to be responsive to the needs of particular types of victims. Program design efforts include determining service objectives through community consultation and crime analysis, and by increasing the general awareness of all aspects of violence in homes and communities. These programs are also designed to respect diversity in communities and to foster inter-agency as well as inter-government co-operation. Services are delivered to victim assistance groups, especially for the training of volunteers who work with detachment personnel to provide services to victims in the community. At the same time, RCMP members receive training to increase their awareness of the role and importance of victim assistance volunteers and of their sensitivity to the needs of victims themselves. Specialized training is also designed for multi-agency teams dealing with sexual assault investigations.





## Key Plans and Strategies for Contract Policing:

### a) Reduced Frequency of Violent and Youth Crime

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

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

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

The RCMP is in the middle stages of a five-year strategic plan:

- the *Reduction of Violent Crime and Youth Crime*. The strategy is aimed at dealing with community perceptions by conducting extensive consultations with governments, agencies and communities. These consultations will achieve a better understanding of community perceptions as well as the root social causes of crime in order to develop joint, cost-effective reduction strategies. Plans include educational, marketing and communications strategies to promote service delivery to youth.

Other initiatives, which will continue, are the school liaison program and drug awareness programs. Sentencing options, such as Family Group Conferencing and youth diversion options, are being explored as ways of reducing the impact of the formal system on youth at risk.

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

### b) Aboriginal Policing Priorities

There is a need for culturally sensitive policing responses; the RCMP is developing a variety of community policing initiatives, including mediation and community help programs. These initiatives are designed to foster good police-community relations and to improve the quality of aboriginal life by helping to reduce conflicts.



- ***Nunavut Contract Policing Services***

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

- ***Aboriginal Justice Initiative***

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

### **c) Provincial and Municipal Policing**

- **Five-Year Contract Review**

A review of the first five years of the 20-year Police Service Agreements with eight provinces and two territories will be concluded by March 31, 1997. The review focuses on:

- the cost base of the agreements, with a view to a reasonable increase in contract policing revenues;
- maintaining good relations with contract partners; and
- the RCMP maintaining a strong contract policing service line.

- **Financing New Contract Positions**

Options are being explored for the financing of approximately 100 new positions under the contracts, principally in the rapidly growing municipalities of British Columbia. Options are being explored to cover the approximately \$2 million cost.

### **d) New Models of Administering Policing**

- The *district policing model* has been developed to better respond to the needs of demographically similar and adjacent communities. Developed by the RCMP in New Brunswick, this model is a streamlined organizational arrangement which groups a number of detachments into a “district.” The result is more effective and efficient delivery of provincial contract policing services. Full implementation of this model across New Brunswick is expected to be concluded by the end of fiscal year 1996/97 so that the full model can be examined for possible adoption elsewhere.



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

### 3. NATIONAL POLICE SERVICES

#### Business Line Objectives:

The objective of the National Police Services is to provide on a national basis a set of specialized technical services. These services are used by the Canadian policing community, some federal departments, law and regulatory enforcement agencies, and selected foreign police organizations, including Interpol. In the same manner, these services are used by the RCMP's federal and contract policing business lines and, to a limited extent, the UN Peacekeeping service line.

This objective is carried out by means of forensic laboratory facilities (e.g., DNA analysis), identification (e.g., fingerprints), computerized police information (e.g., criminal records, communications), criminal intelligence (e.g., organized crime) and advanced training at the Canadian Police College.

#### Results Expectations for National Police Services:

<i>Results Expected</i>	<i>Measures:</i>
<i>To achieve nation-wide coverage for the RCMP's enhanced DNA analysis reporting service</i>	<i>Indicated by full implementation of the service in all six Forensic Laboratory Services facilities</i>
<i>To achieve formal recognition of high standards of the RCMP's forensic laboratory services</i>	<i>Indicated by accreditation of the Forensic Laboratory Services by the Standards Council of Canada</i>
<i>To enhance client access to the RCMP's criminal history, fingerprint and firearms records</i>	<i>Indicated by increased satisfaction by users of these Canadian Police Information Centre databases</i>
<i>To maintain or enhance radio and communication access across the RCMP</i>	<i>Indicated by increased satisfaction by operational RCMP members with the reliability and coverage of radio and communications technology support provided through the RCMP's Operational Communications Centres</i>



<i>To improve client access and sharing with partners of information and records</i>	<i>Indicated by increased satisfaction by clients and partners with the technology infrastructure supporting the information and records systems supported by Informatics</i>
<i>To maintain the high quality of criminal intelligence on organized crime</i>	<i>Indicated by increased satisfaction by key partners with the quality of criminal intelligence gathered and disseminated by Criminal Intelligence Services Canada (CISC)</i>
<i>To maintain or enhance advanced training, research and library information services</i>	<i>Indicated by increased frequency of use and satisfaction by clients with training, research and library information services provided by the Canadian Police College (CPC)</i>
<i>To maintain high standards of police training</i>	<i>Indicated by satisfaction with training by users and police service partners and by favourable comparisons with international counterparts (CPC)</i>

### **Ongoing Programs within National Police Services:**

***Forensic Laboratory Services Program:*** The Forensics program delivers scientific and technical assistance to Canadian law enforcement agencies, including police, federal and provincial government departments and agencies, and to courts of criminal jurisdiction. In addition to the Central Forensic Laboratory located in Ottawa, there are five regional facilities. Services provided include the analysis and examination of exhibits, reporting of results, making conclusions and interpretations, and providing expert testimony. In addressing the RCMP's strategic priorities, this program examines evidence associated with organized crime, such as fraudulent travel documents, Canadian and foreign bank notes, coins and credit cards and other negotiable instruments. To combat violent and youth crime, biological materials (e.g., bodily fluids and hair) and non-biological physical materials (e.g., fibres, glass, car paints, bullets) are examined using DNA and other types of analysis. Training in support of this program is also provided to law enforcement personnel. Other activities include evaluating and developing new scientific technologies.

***Information and Identification Services Program:*** This RCMP Directorate operates the Canadian Police Information Centre (CPIC) on behalf of the Canadian police community. In doing so, it provides national leadership in the development, implementation and maintenance of criminal information systems that can deliver critical information essential for efficient and effective crime detection. Records for this information encompass criminal histories, fingerprints, and firearms. At the same time, this program develops enhanced technologies for these records and has established world leadership in its field.



***Informatics Program:*** The RCMP's Informatics Directorate operates Operational Communications Centres across Canada. These centres support the RCMP in its federal and contract policing roles with essential communication and coordination of technological infrastructures, including radio, satellite and computer linkages. These links provide the public with the means of calling the RCMP for assistance and for these calls to be directed to RCMP members for an appropriate response. A wide range of information systems rely on this technological infrastructure, including CPIC, the Police Information Retrieval System (PIRS), Violent Crime Analysis (ViCLAS), and others. Finally, Informatics provides the means by which information is shared across the criminal justice system.

***Criminal Intelligence Services Canada (CISC) Program:*** CISC is a national organization administered by the RCMP on behalf of the Canadian police community, with a Central Bureau located in Ottawa and nine provincial bureaux across Canada. CISC focuses on organized crime, gathers criminal intelligence and ensures tactical intelligence is submitted through the provincial bureaux where facilities for the collection, analysis and dissemination of criminal intelligence are provided and are accessible to its membership. CISC also provides workshops and courses on criminal intelligence related issues and topics.

***Canadian Police College (CPC) Program:*** This program delivers advanced training to police personnel in areas covering middle management and executive development, specialized technical areas such as investigation and intelligence, and workshops or seminars on emerging issues. These training program outputs are designed to be timely and responsive to the needs of the Canadian police community, to be delivered in a rationalized, efficient and effective manner, and to maintain a high standard of excellence, both nationally and internationally. The research program identifies trends in the police environment and delivers timely information on topical issues, identifies training requirements associated with these issues, and coordinates research activities with research partners. Finally, the library program provides quality information and resources to both college course participants and the wider police community.

## **Key Plans and Strategies for National Police Services:**

### **a) Improved Investigative Tools**

- ***DNA Data Bank***

The Forensic Laboratory Services Program provides DNA technology as a key tool for the identification and apprehension of offenders. This program has been given additional responsibilities as a result of the Government's efforts to provide Canadians with greater protection against violent offenders. In addition, the importance of DNA testing was emphasized by Justice Archie Campbell in his 1996 report on the Paul Bernardo investigation.



Bill C-104 amended the Criminal Code as of July, 1996 to provide for the collection of DNA samples by means of a warrant which allows the police to obtain biological samples from a suspect in the course of a criminal investigation.

The RCMP is assisting will assist the Government in developing legislation to establish a national DNA data bank and the legal requirements to support it. The data bank will be used for police investigations. The annual operating cost of the new data bank is estimated at approximately \$3 million, with one-time start-up costs for equipment and other capital expenditures expected to be \$2.9 million.

In response to increased demand, faster and more sensitive methods of DNA analysis will be implemented in each of the regional facilities of the Forensics Laboratory Services. The program will also develop options for the international accreditation of forensic facilities so that high standards will be maintained nationally and internationally.

#### **b) Improved Information:**

- ***Firearms Registry***

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

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

The RCMP and the Department of Justice are jointly developing an automated system to allow direct registration by law enforcement agencies of restricted weapons and permits to transport such weapons. To assist users with information on how to register different types of weapons, an inventory of weapons on CD-ROM has been developed which is known as the *Firearms Identification System*.

#### **c) Upgrading Technology:**

- ***Integrated Justice System:*** the current communications network, which permits access to the Canadian Police Information Centre by the Canadian policing community, will be replaced by a new network for all National Police Services.



This new service will allow all criminal justice agencies across Canada to share information within a more integrated system.

- **Modernization of the Canadian Police Information Centre (CPIC):** The Information and Identification Services Program plans to establish consultative forums and processes with its key partners across Canada to identify common information needs and develop a common approach. It will also invest in new technologies to allow direct access and entry by police agencies to the data banks while maintaining the existing standards for the records. As well, the program will continue to promote ways of integrating various information systems.
- **Improved communications and computer support:** The Informatics program plans to continue improving the computer infrastructure in support of the RCMP's internal Operational Support System (ROSS) together with the National Police Services Network (NPSN), which is scheduled for completion in 1998/99. These improvements will enhance the RCMP's internal communications through electronic mail across the country and reduce paper flow. Other plans include ongoing infrastructure improvements to the RCMP's information management and retrieval system (IPIRS), the development of an electronic signature system, enhancing the RCMP's operational communications centres across Canada and improving radio communications in sparsely populated areas (the Mobile Satellite or MSAT project).
- **Enhancement of Criminal Intelligence Information:** Following the completion of the first two phases of technological improvements to the national Automated Criminal Intelligence Information System (ACIIS II), installation of the improved system, and training, Criminal Intelligence Services Canada (CISC) plans for the final phase involve developing an interface between the Sûreté du Québec's criminal intelligence computer application and the RCMP's National Crime Data Bank (NCDB).

#### d) Improved Learning Effectiveness:

- **Specialized Training:**

In addition to its participation in the review of most National Police Services, the Canadian Police College (CPC) has initiated its own review and organizational renewal efforts to enhance the efficiency and effectiveness of its training and learning delivery systems.

## 4. UNITED NATIONS PEACEKEEPING

The RCMP provides civilian police ("CIVPOL") peacekeeping services in response to Canada's foreign policy commitments which include the provision of police peacekeeping assistance to countries experiencing internal conflict. In order to support the government in meeting these



responsibilities, the RCMP oversees Canada's civilian police peacekeeping activities, including the participation of RCMP members and police personnel from other Canadian police services, and provides them with training and guidance. These activities are usually conducted under a United Nations mandate for a specified period. While these services are not a core function of the RCMP and represent a small part of its resources, the continuing nature of the requests means that this area has emerged as a separate business line.

Canada's participation in recent UN missions reflects the policy of *peacebuilding*, which includes the building and strengthening of domestic democratic institutions, especially the police and judiciary. The likelihood of civilian police casualties under the mission, or that of police and citizens of the host country, is expected to be minimal because the establishment of a secure and stable environment through *peacemaking* must be achieved prior to the progression to peacebuilding.

### **Business Line Objectives:**

The service line objective for the RCMP is to deliver those civilian peacekeeping services that have been requested by the United Nations mission through the Department of Foreign Affairs and International Trade (DFAIT) and funded by the Canadian International Development Agency (CIDA). These services are provided in an efficient, effective and timely manner, and in accordance with Canada's foreign policy requirements.

### **Operating Context:**

- *Public expectations:* the Canadian public continues to support participation in United Nations civilian police peacekeeping missions abroad, especially in countries where Canada can make a unique contribution (e.g., Canada has the only other French-speaking population in the hemisphere which can support a mission in Haiti).
- *External funding:* funding for peacekeeping operations is currently received directly through the Canadian International Development Agency (CIDA).
- *Increasing international conflicts:* there has been a rapid growth in the number of existing and new countries experiencing internal conflict, especially in eastern Europe. These countries usually require a breathing space in which to create or strengthen their democratic institutions, including the public police.
- *Canada's policing expertise:* The RCMP is internationally recognized for its high quality police services and for community policing. As a result, the RCMP's involvement in peacekeeping, training and other international police assistance is in high demand.





### **Key Government Initiatives:**

- *Specific UN missions:* Canada's involvement, and the participation of RCMP personnel, in specific UN mandated missions follow from federal government decisions in the context of Canada's foreign policy and requests from the United Nations. Accordingly, specific initiatives can arise at any time, depending on the nature and scope of international conflicts.

### **Change Management Issues:**

- *Peacekeeping costs:* RCMP peacekeeping services are generally cost-neutral and are not a cost-burden to domestic policing requirements. While an audit was conducted in 1996 to ensure that all costs are covered by funding arrangements, there may still be some unanticipated secondary costs which must be absorbed by the RCMP.
- *Mission readiness:* it takes a minimum of six weeks to select appropriate RCMP members with the desired expertise, experience, and language profile, to prepare them for deployment and to provide them with the necessary pre-deployment training, equipment and vaccinations. Unless the RCMP members are already part of the "pool of 50" program (described below), arrangements must also be made to find replacements in order to satisfy domestic policing requirements.
- *Releasability:* RCMP commanding officers are encouraged to establish means for the release of members to participate on peacekeeping missions in support of the foreign policy of the government of Canada.
- *Special Duty Zone:* expected amendments to the *RCMP Superannuation Act* would permit 24-hour coverage of RCMP members in special duty areas, thereby providing benefits coverage similar to that of members of the Canadian forces.

### **Results Expectations for Peacekeeping Services:**

The results expectations of RCMP participation in UN civilian police peacekeeping missions are limited by external factors over which the RCMP has no control. These factors include the nature and scope of internal conflict in a 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 should not be expected, such as lasting peace being the outcome of a peacekeeping mission.



<b><i>Results Expected:</i></b>	<b><i>Measures:</i></b>
<i>To ensure that the current commitment for Canadian police personnel in the UN Support Mission in Haiti is maintained</i>	<i>Indicated by deployment of up to 100 Canadian police officers in the mission for the length of Canada's commitment to the UN mandate</i>
<i>To prepare Canadian police personnel in readiness for peacekeeping missions in a timely and cost-effective manner</i>	<i>Indicated by the timely and cost-effective selection, training, deployment, and supplying of Canadian police on peacekeeping missions</i>
<i>To deliver civilian police peacekeeping services in a timely and cost-effective manner</i>	<i>Indicated by meeting all costs within budget and without being a burden on domestic policing requirements</i>
<i>To establish a means of responding to traumatic incidents experienced by Canadian police personnel on duty in peacekeeping missions</i>	<i>Indicated by implementing a Critical Incident Stress Intervention Team that can respond to Canadian police personnel and their families</i>
<i>To be accountable to the UN Civilian Police Commissioner for UN peacekeeping missions and to successfully discharge all duties and responsibilities requested by the Commissioner</i>	<i>Indicated by satisfaction with Canadian police personnel expressed by the Special Representative to the Secretary General (SRSG) of the UN and/or by the UN Civilian Police Commissioner for the peacekeeping mission</i>
<i>To enhance the personal capabilities and sensitivities of RCMP members participating in peacekeeping missions</i>	<i>Indicated by the successful transfer of mediation and conflict resolution skills to domestic policing responsibilities</i>
<i>To enhance the RCMP's international reputation</i>	<i>Indicated by continued participation in peacekeeping missions</i>
<i>To enhance the existing body of expertise on civilian police peacekeeping</i>	<i>Indicated by establishing a formal, post-mission debriefing process based on learning organization principles and by improved peacekeeping capabilities of RCMP members</i>
<i>To ensure that information and reports are delivered in a timely and complete manner</i>	<i>Indicated by satisfaction expressed by the RCMP, DFAIT and CIDA officials with progress and other reports prepared by the Canadian Contingent Commander on expenditures, activities, etc.</i>



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

### **Readiness for UN Missions:**

Because time and effectiveness are of the essence for UN civilian police peacekeeping missions, the RCMP is undertaking a review of volunteers' personnel files to identify those who have the desired profiles of expertise, experience and language for anticipated UN missions. All Canadian police personnel are given pre-deployment training before joining a mission. As well, equipment and materials suitable for anticipated missions are acquired. Other plans include: establishing a Critical Incident Stress Intervention Team to respond to traumatic incidents experienced by Canadian police on UN missions; developing a formal post-mission debriefing process; introducing an improved financial accounting system; establishing a human resources database of potential, current and past personnel serving on UN missions; and creating a research and development capacity.

***Pool of 50 civilian police peacekeepers:*** In early 1997, funding was approved for up to 50 positions for Canadian civilian police personnel who would participate in peacekeeping missions. These funds will be controlled centrally and will be made available on request by the government for Canadian peacekeeping. Because this is a new federal initiative, the efficiency and effectiveness of the RCMP's participation is expected to increase rapidly with experience gained from each new mission. Future participation may involve UN missions in countries such as Guatemala.

## **5. CORPORATE MANAGEMENT AND HUMAN RESOURCES**

### **Business Line Objective:**

The Corporate Management and Human Resources service line supports the internal management of the organization. This internal service line consists of the following program areas: Finance and Supply; Public Affairs and Information; Personnel; Audit Evaluation and Corporate Services; Health Services; and Training. A decision will be made during the next year whether this internal service line remains separate or is distributed throughout the respective service lines.

### **Operating Context and Change Management Issues:**

***Human Resources:*** Human resources accounts for approximately 80 percent of the RCMP's budget. The development and well-being of RCMP employees is therefore an important business strategy. The human resources area is concentrating on cultural change, empowerment, commitment and full participation to encourage flexibility, adaptability and innovation among employees. A flatter organization means there will be fewer promotional opportunities in the future, therefore employee success and reward must be redefined. Support mechanisms and incentives are required to



help employees develop and practice new attitudes and behaviours to deal with current and future change.

**Training:** Within the current environment of regionalization and decentralization, RCMP training initiatives are being focused on the development of tools which will bring training as close as possible to the operational or field level. These tools reflect the principles of continuous learning. Technological advancements are being maximized to provide modular training facilities to a larger number of people. The RCMP is also taking advantage of partnership opportunities to effect economies of scale in training design, development and evaluation. Through these initiatives the RCMP expects to provide more training to more employees on a more timely basis at the same cost.

**Public Affairs:** The public persona of the RCMP is closely linked to the provision of quality service; in this context, public relations and communications are important corporate responsibilities. Perceptions of the RCMP must remain positive if the Force is to remain the police service of choice throughout most of Canada. A positive image of the RCMP through media relations to address coverage of RCMP related issues, through the sponsorship and marketing initiative or through the upcoming 125th anniversary celebrations in 1998 is essential to quality policing now and in the years ahead.

### Results Expectations for Corporate Management and Human Resources:

<i>Results Expected</i>	<i>Measures:</i>
<i>To contribute to national unity</i>	<i>Indicated by the promotion of and the scope of participation in the RCMP s 125th anniversary celebrations</i>
<i>To enhance the image of the RCMP</i>	<i>Indicated by positive media and community feedback</i>
<i>To protect the RCMP s intellectual property rights</i>	<i>Indicated by increases in revenues from the Mounted Police Foundation (MPF) and in the number of licences granted, and minimising the number of infringements of RCMP intellectual property rights</i>
<i>To promote community policing</i>	<i>Indicated by the nature and scope of grants made to police-community activities by the MPF and by public attendance at performances of the RCMP Musical Ride</i>
<i>To contribute to the development of an integrated justice system</i>	<i>Indicated by the delivery of appropriate recommendations resulting from the review of National Police Services and the acceptance of these recommendations by key partners</i>



<i>To enhance the competitiveness of the Canadian Police College (CPC)</i>	<i>Indicated by the development of alternative service delivery options for training, research, and library science activities which are designed to improve and increase the use of these services and to enhance the College's international reputation</i>
<i>To achieve greater efficiencies in law enforcement activities across federal departments</i>	<i>Indicated by the consolidation of federal criminal law enforcement activities in the RCMP</i>
<i>To enhance the decentralization of authority and increase decision-making at the service delivery level</i>	<i>Indicated by the successful implementation of organizational renewal and regionalization management strategies</i>
<i>To provide more efficient and cost-effective policing services</i>	<i>Indicated by a higher proportion of operational personnel allocated to front-line service delivery activities and a resulting reduction in administrative police personnel</i>
<i>To increase management flexibility, accountability and client focus</i>	<i>Indicated by the implementation of management strategies associated with the regionalization strategy</i>
<i>To increase management flexibility</i>	<i>Indicated by the introduction of separate employer status for the RCMP</i>
<i>To enhance employee competencies associated with quality service</i>	<i>Indicated by improved formal and self-learning training and education opportunities which use on-the-job and continuous learning facilities and technologies</i>
<i>To provide improved approaches to career development and employee job satisfaction</i>	<i>Indicated by newly developed career management strategies which emphasize shared leadership and decision-making</i>

### **Key Plans and Strategies for Corporate Management and Human Resources:**

The undernoted RCMP corporate initiatives which are the responsibility of the Corporate Management and Human Resources business line, are being developed, reviewed or implemented.

#### **a) National Unity and RCMP Image**

- ***RCMP 125th Anniversary***

The RCMP has begun planning for the celebration of the 125th anniversary of its formation and establishment on the frontier. In 1998, the Force will be marking the 125th anniversary of the authorization, in 1873, to form the North-West Mounted Police, the engagement of the first members



and their early training in Manitoba. In 1999, the focus of the celebration will shift to the Force's dispatch to western Canada, the establishment of posts on the western frontier and the initiation of friendly relations with aboriginal peoples. The celebrations will underscore the contribution made by the RCMP to the unification of the nation.

A national committee has been set up to plan and undertake national events and to co-ordinate activities taking place across Canada in RCMP divisions. The basic concept is to encourage the members of the RCMP in the different regions of the country to work with all levels of government and communities to initiate events appropriate to the regions. There will be no additional public funds sought for these celebrations. Financing will be accomplished with the assistance of the Mounted Police Foundation and the establishment of corporate partnerships. Human resources will be generated through the efforts of volunteers.

Over the past several months much progress has been made in developing plans for *RCMP 125*". At the national level, the list of projects being pursued includes the issuance of a commemorative stamp by the Canada Post Corporation and a coin by the Royal Canadian Mint. Other projects include: the commemoration of the March West through re-enactment along the route of the march complemented by community events in the prairie provinces; a documentary film for television; a *Day in the Life of the RCMP* book; a visit from Her Majesty Queen Elizabeth II and the Commissioner of the RCMP.

Three video conferences have been held with all divisions and much progress has been achieved in most divisions in developing teams and planning community events to celebrate the anniversary. Key dates have been identified to mark a variety of milestones in the history of the Force, these include: May 23, 1998- celebration of the passing of the Act approving the creation of the North West Mounted Police; and September 25, 1998 - appointment of the first officers; July 8, 1999 - the celebration of the commencement of the March West.

A communications strategy is being developed which will include the use of external and internal publications, electronic media and the Internet.

- ***Public Relations, Communication and Marketing Services***

In order to promote a positive image of the RCMP within the Force and throughout the country the following priorities are being pursued:

- the continuation of the sponsorship and licensing program for the protection of RCMP intellectual property;
- the establishment of strong links to community policing through the work of the Mounted Police Foundation and the RCMP Musical Ride; and



- the production of a series of high quality publication and communication vehicles for internal and external clients in support of the mission, vision and values adopted by the RCMP.

## **b) Achievement of Program Review I Targets**

The RCMP's Program Review I targets have been achieved by streamlining administrative and operational support functions as well as by implementing alternative service delivery methods, such as "district policing" in New Brunswick, Quebec and Ontario (described under the Contract Services business lines, Key Plans and Strategies). Other strategies are described below.

- ***National Police Services (NPS) Policy Review***

The services provided through the RCMP's National Police Services to other police organizations provide assistance in: the maintenance of national police standards; combatting major, organized and multi-jurisdictional and transnational crime; and ensuring national security. The RCMP has undertaken, with the Department of the Solicitor General of Canada, a review of its National Police Services to develop options for delivery of services. While there is no specific financial target attached to this policy review, the Program Review proposal seeks to identify emerging needs, to improve client service, to explore cost-sharing partnerships and to examine alternative methods of service delivery.

All national police services have been profiled, both in terms of historical evolution and current contribution to national security, law enforcement, and public safety. Financial and resource inputs from the federal government have been identified and consultations with provincial clients are expected to occur in the near future. Options for meeting emerging needs, improving client services and identifying cost-sharing opportunities will be provided upon conclusion of consultations with other governments and clients.

An early positive outcome of the National Police Services Review is provincial interest in developing integrated justice information systems. Such innovative systems will enhance the ability to combat organized crime. The federal government could cost-share in these endeavours by linking the various provincial systems to the present National Police Services systems. Once this is accomplished, apart from the enhanced information sources, there would be many opportunities for eliminating overlap and duplication.

National Police Services were created more than thirty years ago as a result of a federal-provincial conference which discussed the growing threat of organized crime. These services have evolved over time to become critical components in support of the criminal justice system by ensuring national systems of information sharing and intelligence analysis, capitalizing on economies of scale and advancing technology and science. Given similar circumstances today, another federal-provincial conference to discuss options for new and modified services and new partnerships might be considered.





- ***Options for the Canadian Police College***

The RCMP has embarked upon a review and organizational renewal of the Canadian Police College. As part of the exercise, the College is seeking to cost-share its operating budget by fiscal year 1997/98 and is pursuing alternative accountability structures within the Canadian and international police communities. A business case is being finalized which examines, among other options, the feasibility of converting the College to a special operating agency. Discussions will take place with clients and stakeholders in the near future concerning the costs associated with the delivery of the services at the Canadian Police College and cost-sharing opportunities will be examined.

- ***Consolidation of Federal Criminal Law Enforcement in the RCMP***

The 1995 Federal Budget directed the RCMP to explore with Treasury Board, the Privy Council Office, the Solicitor General of Canada and other federal departments, opportunities to consolidate federal criminal law enforcement activities in the RCMP to achieve efficiencies across departments. The first three federal departments identified for bilateral examination of criminal law enforcement activities common to the RCMP were: Revenue Canada (Customs), Citizenship and Immigration, and Canadian Heritage (Parks Canada). The anticipated benefits are:

- shorter, cheaper and more effective investigations leading to government-wide savings;
- improved knowledge of, and control over, the amount spent on federal criminal law enforcement; and
- enhanced ability for the RCMP and other federal departments to set priorities, to plan and implement law enforcement strategies government-wide.

**Revenue Canada (Customs):** Because of the complexities of the issues, the original working group has been expanded to four working groups to evaluate: 1) intelligence/interdiction and exchange of information; 2) planning and strategies; 3) operations between ports of entry and calls for assistance; and 4) investigations. The joint study with Revenue Canada Customs is in progress. Efficiency options are being developed through continuing co-operative discussions between the two agencies.

**Parks Canada:** On-site examinations have been conducted at Banff and Jasper National Parks, and the working group's findings are to be presented to the Steering Committee in early 1997. Parks Canada and the RCMP have examined several efficiency options, however there does not appear to be any overlap or duplication between the two agencies. The study has revealed there is no dedicated law enforcement by Parks Canada personnel other than a limited first response capability to some offences in some areas. The study is expected to indicate that there would be no real savings to the federal government if all federal criminal law enforcement were undertaken exclusively by the RCMP in the national parks. There will be a further recommendation to adopt the community policing principles of consultation, priority setting, resource sharing and partnerships.





**Citizenship and Immigration:** Joint recommendations have been submitted to the Citizenship and Immigration/RCMP steering committee proposing the RCMP continue as the criminal law enforcement arm for Citizenship and Immigration and community policing principles be adopted to improve efficiencies and activities of both agencies. A final decision concerning recommendations for submission to the deputy minister level is expected early in 1997.

It is anticipated that bilateral discussions will be opened early in 1997 with several other agencies and departments which provide federal criminal law enforcement, in order to further this important initiative.

### c) **Achievement of Program Review II Targets**

The initial Program Review II targets will be met through privatization of airports and other responsibilities. Following the decision by Transport Canada to privatize Canadian airports, airport security responsibilities are being transferred from the RCMP to the police force of local jurisdiction. However, the RCMP will continue to play a key role in airports through an enhanced national security program (e.g., counter-terrorism) to be implemented in conjunction with the phasing out of the airport policing program. Consequently, Program Review II targets are well on the way to being met. Options are being developed to complete the necessary reductions by privatization measures in other selected areas.

### d) **Organizational Renewal**

The RCMP has been undergoing organizational streamlining and restructuring for more than three years. This has been necessary first to make possible the complete practice of community policing and second, to achieve efficiency savings under Program Review I and II and other expenditure reduction exercises. The directing principle for reorganization has been to ensure that any change results in renewal and reinvigoration.

A number of influencing factors make it important for the RCMP to continue its renewal initiative. Firstly, the fiscal situation faced by the federal government and the contract partners of the RCMP, as well as the need to find resources internally to meet new service demands or to reinvest in technology, means that further organizational streamlining and restructuring should occur. Secondly, the evolution of community policing is highlighting the importance of a flattened organization for bringing the corporate headquarters of the RCMP closer to service delivery. A major initiative, known as "regionalization" has been undertaken to achieve these aims.

- **Regionalization**

In 1996 it was decided to continue decentralization of operational authority and functions from national headquarters. It was proposed that the present RCMP divisions be organized into four regions. The objective of this initiative is to remove unnecessary levels of supervision and administration in order to redistribute resources and, consequently, enhance the delivery of police



services to Canadians. One deputy commissioner has been assigned to each of four regions. Current divisional structures will remain so that operational accountability is maintained and the needs of contracting partners are met. The implementation date for this initiative is proposed for April, 1997.

- ***HQ Restructuring***

In a continuous process with regionalization and reorganization, the number of directorates at National headquarters in Ottawa will be reduced from 17 to six. The objective of the amalgamation of directorates and the reorganization of headquarters is to complement regionalization by becoming more client focussed and accountable.

**e) Human Resources Management Priorities**

- ***People Development***

As the RCMP becomes a “learning organization”, people development must become part of the culture and value system. Meeting the challenge of developing human resources is essential for the successful management of business issues. As the hierarchical structure is replaced by a flatter more flexible organization, the traditional model of career success no longer reflects reality. Consequently, it will be important to devise creative, satisfying careers, while achieving organizational effectiveness.

One of the key objectives of RCMP renewal is to put into operation human resource development practices compatible with the value the organization places on people as the foundation for change. Change management, career management and continuous learning will be actively pursued in the RCMP to improve workforce effectiveness. Support mechanisms and incentives will be made available to help employees acquire new skills and attitudes to deal with constant change. These mechanisms and incentives include:

- seeking and finding innovative ways of “taking the organizational pulse” and evaluating the internal climate on an ongoing basis to identify organizational barriers to change, and create a change management strategy to minimize their effects;
- offering change and transition support programs involving comprehensive strategies, tools and techniques to develop change agents throughout the Force and help managers, supervisors and employees become “change-skilled” and “career resilient”;
- integrating rewards and recognition as positive reinforcement techniques to induce changes in beliefs and behaviours;
- exploring means and ways of promoting shared decision-making;



- encouraging front-line innovation;
  - establishing self-directed learning approaches; and
  - looking at alternate service delivery.
- ***Separate Employer Status***

It became evident, after extensive review of the management systems of the RCMP, that there was a greater requirement for more flexibility to cope effectively with the organizational challenges and pressures being faced by the RCMP to meet its service priority of “safe homes, safe communities”. To accommodate these changes, the RCMP is exploring a new accountability relationship with Treasury Board.

The proposal consists of three principal components:

- increased financial delegation;
- additional delegated administrative authorities; and
- separate employer status.

To further explore the feasibility of separate employer status, the RCMP has created a personnel management task force to research and address issues as they arise, including consultations with employees and other stakeholders to determine the level of support for the initiative. Issues requiring closer examination include the existence, within the RCMP, of three categories of employees and the pay determination process.

- ***Training Priorities***

In order to ensure that RCMP personnel have the necessary competencies to provide quality service to a continuously changing and diverse client base, the RCMP is developing tools to encourage shared responsibility between employees and supervisors for continuous individual and organizational improvement. The Force is moving to a model of in-service training that is individualized and relies more on ‘on-the-job’ learning opportunities and alternatives to classroom delivery approaches. Policy is now being developed to reflect these changes in in-house training and to ensure throughout the Force, a consistent understanding of the principles of continuous learning.

The RCMP will develop tools and systems to devolve training and learning responsibility to the level of operations. Organizational learning priorities will be developed and formulated into modules to ensure that employees remain current in the latest information, techniques, skills and knowledge. This new approach is expected to be implemented over a three-year period.



## IV APPENDICES

### A. Listing of Major Federal Statutes and Formal Agreements

In relation to the following Federal Statutes, the Royal Canadian Mounted Police has a wide variety of law enforcement and protective responsibilities. The major statutes are as follows:

*Aeronautics Act*  
*Animal Pedigree Act*  
*Bank Act*  
*Bankruptcy Act*  
*Canada Elections Act*  
*Canada Grain Act*  
*Canada Pension Act*  
*Canada Shipping Act*  
*Canada Wheat Board Act*  
*Canadian Environmental Protection Act*  
*Canadian Human Rights Act (Sec. 59)*  
*Canadian Security Intelligence Service Act (CSIS)*  
*Part IV of the CSIS Act (Security Offences Act)*  
*Citizenship Act*  
*Controlled Drugs and Substances Act*  
*Copyright Act*  
*Criminal Code*  
*Criminal Records Act*  
*Cultural Property Export & Import Act*  
*Customs Act*  
*Excise Act*  
*Explosives Act*  
*Export & Import Permits Act*  
*Fisheries Act*  
*Food & Drug Act*  
*Game Export Act*  
*Government Property Traffic Act*  
*Immigration Act*  
*Immunities Act (Schedules I and II)*  
*Income Tax Act*  
*Migratory Birds Convention Act*  
*National Parks Act*  
*National Parole Act*  
*National Transportation Act*  
*Official Secrets Act*



*Old Age Security Act*  
*Petroleum Administration Act*  
*Radiocommunication Act*  
*Railways Act*  
*Small Business Loan Act*  
*Trade Marks Act*  
*Transportation of Dangerous Goods Act*  
*Weights and Measures Act*  
*Wild Animal and Plant Protection Act*  
*Young Offenders Act*

## **Listing of Formal Agreements Between the RCMP and Federal Government Departments**

The RCMP has signed Memoranda of Understanding with the following federal government departments signifying a partnership role with each department or agency concerned. These agreements outline the purpose and the responsibility functions. Listed below are departments and agencies with which the RCMP has signed formal agreements:

Agriculture & Agri-Food Canada  
Atlantic Canada Opportunities Agency  
Atomic Energy Control Board  
Auditor General of Canada  
Bank of Canada  
Canada Communications Group  
Canada Mortgage and Housing Corporation  
Canada Ports Corporation  
Canada Post Corporation  
Canadian Coast Guard  
Canadian Heritage (Parks Canada)  
Canadian Human Rights Commission  
Canadian International Development Agency  
Canadian National  
Canadian Pacific Railway  
Canadian Radio-Television and Telecommunications Commission  
Canadian Security Intelligence Service  
Citizenship and Immigration Canada  
Civil Aviation Tribunal  
Communications Security Establishment  
Correctional Service Canada  
Elections Canada  
Environment Canada



Federal Court of Canada  
Finance Canada  
Fisheries & Oceans  
Foreign Affairs and International Trade  
Health Canada  
House of Commons  
Human Resources Development Canada  
Immigration and Refugee Board  
Indian & Northern Affairs Canada  
Industry Canada  
Justice Canada  
National Archives of Canada  
National Capital Commission  
National Defence  
National Energy Board  
National Film Board of Canada  
National Gallery of Canada  
National Museum of Science and Technology  
National Parole Board  
National Research Council Canada  
National Search and Rescue Program  
National Transportation Agency of Canada  
Natural Resources Canada  
Office of the Superintendent of Financial Institutions Canada  
Privy Council Office  
Public Service Commission of Canada  
Public Works & Government Services Canada  
Revenue Canada, Customs, Excise and Taxation  
Solicitor General Canada  
Statistics Canada  
Supreme Court of Canada  
Tax Court of Canada  
Transportation Safety Board of Canada  
Transport Canada  
Treasury Board  
Veterans Affairs Canada



## **Listing of Formal Agreements Between the RCMP and Provincial Governments**

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

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

### **B. Contacts for Further Information**

Assistant Commissioner Ford Matchim  
Director, Audit, Evaluation and Corporate Services  
Royal Canadian Mounted Police  
1200 Vanier Parkway  
Ottawa, Ontario  
K1A 0R2  
Telephone: (613) 993-3210 Facsimile: (613) 993-4453

Assistant Commissioner Frank Richter  
Director, Finance and Supply  
Royal Canadian Mounted Police  
4th Floor  
440 Coventry Road  
Ottawa, Ontario  
K1A 0R2  
Telephone: (613) 993-1712 Facsimile: (613) 993-9003



## **C. Financial Information**

See financial tables on following pages.





**Planned Expenditure Detail by Business Line for 1997-98**

(\$millions)									
<u>Budgetary</u>									
<b>Business Lines</b>	<b>FTE</b>	<b>Operating</b>	<b>Capital</b>	<b>Grants and Contributions</b>	<b>Gross Total</b>	<b>Statutory Payments</b>	<b>Gross Expenditures</b>	<b>Less: Revenue Credited to the Vote</b>	<b>Net Planned Expenditures</b>
Federal Policing Services	5,056	441.7	10.6	0.0	452.3	0.0	452.3	0.0	452.3
Contract Policing Services	9,613	770.5	46.7	0.0	817.2	0.0	817.2	715.3	101.9
National Police Services	2,799	247.4	37.2	0.0	284.6	0.0	284.6	3.4	281.2
United Nations Peacekeeping	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Mgt and Human Resources Services	2,427	216.1	26.4	1.4	243.9	39.1	283.0	0.0	283.0
<b>Total Planned Expenditures</b>	<b>19,895</b>	<b>1,675.7</b>	<b>120.9</b>	<b>1.4</b>	<b>1,798.0</b>	<b>39.1</b>	<b>1,837.1</b>	<b>718.7</b>	<b>1,118.4</b>

(1)

## Gross Planned Expenditures within Business Lines

(\$millions)	Planned Expenditures 1996-97	Planned Expenditures 1997-98	Planned 1998-99	Planned 1999-00
<b>Business Lines</b>				
<b>Federal Police Services (see page 7)</b>				
Executive	0.3	<b>0.3</b>	0.3	0.3
Enforcement Services	213.2	<b>151.2</b>	151.2	151.2
Drug Enforcement	93.6	<b>87.9</b>	87.9	87.9
Economic Crime	37.9	<b>36.7</b>	36.6	36.6
Foreign Services	5.0	<b>4.9</b>	4.9	4.9
Criminal Intelligence	37.1	<b>36.9</b>	36.9	36.9
Protective Services	53.9	<b>51.4</b>	45.8	45.8
Departmental Security	1.5	<b>1.5</b>	1.5	1.5
Technical Security Services	27.4	<b>24.7</b>	24.7	24.7
Airport Policing	53.1	<b>53.3</b>	0.0	0.0
Major Events	3.6	<b>3.6</b>	3.6	3.6
<b>Total Federal Services</b>	<b>526.6</b>	<b>452.4</b>	<b>393.4</b>	<b>393.4</b>
<b>Contract Policing Services (see page 7)</b>				
Community/Aboriginal Policing	809.1	<b>817.2</b>	817.2	816.6
<b>Total Contract Policing Services</b>	<b>809.1</b>	<b>817.2</b>	<b>817.2</b>	<b>816.6</b>
<b>National Police Services (see page 7)</b>				
Executive	0.2	<b>0.2</b>	0.2	0.2
Informatics	154.8	<b>155.1</b>	155.1	155.2
Air Services	22.5	<b>22.7</b>	22.8	22.8
Forensic Laboratory Services	41.2	<b>41.4</b>	41.4	41.4
Identification Services	55.1	<b>54.0</b>	54.0	54.0
Canadian Police College	8.8	<b>9.0</b>	9.0	9.0
Criminal Intelligence Services Canada	1.1	<b>1.1</b>	1.2	1.2
Professional Standards	1.4	<b>1.4</b>	1.4	1.4
<b>Total National Police Services</b>	<b>285.1</b>	<b>284.9</b>	<b>285.1</b>	<b>285.2</b>
<b>UN Peacekeeping (see page 7)</b>				
United Nations	0.0	<b>0.0</b>	0.0	0.0
<b>Total UN Peacekeeping</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Corporate Management and Human Resources Services (see page 7)</b>				
Executive	6.7	<b>6.9</b>	6.9	6.9
Corporate Services	4.4	<b>4.3</b>	4.3	4.3
Financial Services	20.9	<b>20.0</b>	20.0	20.0
Audit	2.9	<b>2.3</b>	2.3	2.3
Information Access	2.1	<b>2.0</b>	2.0	2.0
Public Affairs	8.4	<b>9.3</b>	9.3	9.3
External Review & Appeals	0.3	<b>0.3</b>	0.3	0.3
Personnel (RCMP)	82.9	<b>83.9</b>	83.9	83.9
Personnel (Public Service)	4.7	<b>2.7</b>	2.7	2.7
Training	57.1	<b>40.3</b>	40.3	40.3
Services & Supply	85.8	<b>82.3</b>	71.3	71.3
Health Services	24.5	<b>24.2</b>	24.2	24.2
Official Languages	3.6	<b>3.5</b>	3.5	3.5
Officer Staffing	0.6	<b>0.6</b>	0.6	0.6
<b>Total Corp. Mgt &amp; Human Resources Services</b>	<b>304.9</b>	<b>282.6</b>	<b>271.6</b>	<b>271.6</b>

(2)

### Spending Authorities

A. Summary of Authorities Contained in Part II of the 1997-98 Main Estimates		
Financial Requirements by Authority		
Vote (\$millions)	1997-98 Main Estimates	1996-97 Main Estimates
35 Operating Expenditures	771.3	839.3
40 Capital Expenditures	120.9	129.0
(S) Pensions and other employee benefits - members of the RCMP	208.9	217.5
(S) Contributions to employee benefit plans	17.3	15.2
<b>Total Planned Spending</b>	<b>1,118.4</b>	<b>1,201.0</b>

(3)

**Gross Resource Requirements by Sub-Activity and Business Line**

(Millions)	1997-98					Total
	Business Lines/Activities					
	Federal Policing Services	Contract Policing Services	National Police Services	UN Peacekeeping	Corporate Mgt and Human Resources Services	
<b>Executive</b>	<b>0.3</b>		<b>0.2</b>		<b>6.9</b>	<b>7.4</b>
Enforcement Services	151.2					151.2
<b>Drug Enforcement</b>	<b>87.9</b>					<b>87.9</b>
Economic Crime	36.7					36.7
<b>Foreign Services</b>	<b>4.9</b>					<b>4.9</b>
Criminal Intelligence	36.9					36.9
<b>Protective Services</b>	<b>51.4</b>					<b>51.4</b>
Departmental Security	1.5					1.5
<b>Technical Security Services</b>	<b>24.7</b>					<b>24.7</b>
Airport Policing	53.3					53.3
<b>Major Events</b>	<b>3.6</b>					<b>3.6</b>
Community/Aboriginal Policing		817.2				817.2
<b>Informatics</b>			<b>155.1</b>			<b>155.1</b>
Air Services			22.7			22.7
<b>Forensic Laboratory</b>			<b>41.4</b>			<b>41.4</b>
Identification Services			54.0			54.0
<b>Canadian Police College</b>			<b>9.0</b>			<b>9.0</b>
Criminal Intelligence Svcs CDA			1.1			1.1
<b>Professional Standards</b>			<b>1.4</b>			<b>1.4</b>
United Nations				0.0		0.0
<b>Corporate Services</b>					<b>4.3</b>	<b>4.3</b>
Financial Services					20.0	20.0
<b>Audit</b>					<b>2.3</b>	<b>2.3</b>
Information Access					2.0	2.0
<b>Public Affairs</b>					<b>9.3</b>	<b>9.3</b>
External Review & Appeals					0.3	0.3
<b>Personnel (RCMP)</b>					<b>83.9</b>	<b>83.9</b>
Personnel (P/S)					2.7	2.7
<b>Training</b>					<b>40.3</b>	<b>40.3</b>
Services & Supply					82.3	82.3
<b>Health Services</b>					<b>24.2</b>	<b>24.2</b>
Official Language					3.5	3.5
<b>Officer Staffing</b>					<b>0.6</b>	<b>0.6</b>
<b>Total</b>	<b>452.4</b>	<b>817.2</b>	<b>284.9</b>	<b>0.0</b>	<b>282.6</b>	<b>1,837.1</b>

(4)

**Major Capital Expenditures by Business Line**

<b>(Millions)</b>	<b>1996-97 Planned Expenditures</b>	<b>1997-98 Planned Expenditures</b>	<b>1998-99 Expenditures</b>	<b>1999-00 Expenditures</b>
<b>Business Lines</b>				
A. Federal Policing Services	13.7	10.6	10.1	10.1
B. Contract Policing Services	46.7	46.7	46.7	46.7
C. National Police Services	37.2	37.2	37.2	37.2
D. United Nations Peacekeeping	0.0	0.0	0.0	0.0
E. Corporate Mgt and Human Resources Services	31.4	26.4	15.3	15.3
<b>Total</b>	<b>129.0</b>	<b>120.9</b>	<b>109.3</b>	<b>109.3</b>

(5)

### List of Capital Projects by Business Line

(\$millions)	Current Estimated Total Cost	Forecast Expenditures to Mar. 31/97	Planned Expenditures 1997-98	Future Years Requirements
<b>Business Lines</b>				
<b>A. Federal Policing Services</b>				
1 "O" Division Radio Replacement (DA)	4.2	1.0	0.0	3.2
2 "A" Division RMOCCS (DA)	4.5	0.0	1.5	3.0
3 CIIDS Development (Phase II) (EPA)	3.9	1.6	0.6	1.7
4 CIIDS Implementation (EPA)	25.7	11.3	2.6	11.8
5 SPURS Pilot (Phase II) (EPA)	11.4	1.8	2.0	7.6
6 NPSN (formerly RIBbon) (EPA)	19.0	12.3	4.7	2.0
<b>B. Contract Policing Services</b>				
1 Saskatoon, Sask. - Sub-Division (DA)	4.0	0.0	0.0	4.0
2 Dauphin, Man. - Sub-Division (EPA)	5.4	5.4	0.0	0.0
3 Thompson, Man. - Sub-Division (DA)	3.4	0.0	0.4	3.0
4 B.C. Modernization of L.M.D. Telecoms System (DA)	5.0	0.0	0.0	5.0
5 B.C. Modernization of I.B.C.C.S. System (DA)	5.0	0.6	0.5	3.9
6 NB & NS Voice Privacy Systemisation (EPA)	3.0	1.0	0.0	2.0
7 Alberta Modernization of Informatics Equipment (DA)	5.0	0.0	0.2	4.8
<b>C. National Police Services</b>				
1 Aircraft Replacement - Winnipeg, Man. (EPA)	3.9	3.9		0.0
2 Aircraft Replacement - Edmonton, Alta. (EPA)	3.9		3.9	0.0
3 Ottawa, Ont - Laboratory (PPA)	21.5	1.7	9.7	10.1
4 Criminal History Automation (EPA)	13.1	3.5	9.6	0.0
5 Workstation Replacement (DA)	6.8	3.0	0.8	3.0
6 Disk Storage Replacement (DA)	4.6	0.7	0.4	3.5
7 Mainframe Replacement (DA)	9.5	0.0	0.0	9.5
8 Telecoms System Replacement / 96 (DA)	4.2	4.2		
<b>D. United Nations Peacekeeping Services</b>				
<b>E. Corporate Mgt and Human Resources Services</b>				
1 Edmonton, Alta - Division Headquarters (EPA)	42.6	22.1	15.8	4.7
2 Yellowknife, NWT - Division Headquarters (EPA)	8.4	5.4	3.0	0.0
3 Whitehorse, YT - Division Headquarters (PPA)	5.5	0.1	0.2	5.2
4 Ottawa, Ont - Division Headquarters Renovations (PPA)	19.4	1.8	1.9	15.7
5 Regina, Sask. - Centralized Training Building (PPA)	5.1	1.0	4.1	0.0
<b>Other</b>				
Other controlled capital projects between \$400,000 and \$3,000,000	63.7	16.6	18.1	29.0
<b>Total Capital Expenditures</b>	<b>311.7</b>	<b>99.0</b>	<b>80.0</b>	<b>132.7</b>

(6)

## Gross and Net Departmental Expenditures by Business Line

(\$millions)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
<b>Gross Expenditures by Business Lines</b>				
Federal Policing Services	526.6	452.4	393.4	393.4
Contract Policing Services	809.1	817.2	817.3	816.6
National Police Services	285.1	284.9	285.1	285.2
United Nations Peacekeeping Services	0.0	0.0	0.0	0.0
Corporate Mgt and Human Resources Services	304.9	282.6	271.6	271.6
<b>Total Gross Expenditures</b>	<b>1,925.7</b>	<b>1,837.1</b>	<b>1,767.4</b>	<b>1,766.8</b>
<b>Less Revenue</b>				
Contract Policing Services				
Community, Contract & Aboriginal Policing	721.2	715.2	715.4	715.4
National Police Services				
Police Information Retrieval System (PIRS)	3.5	3.5	3.5	3.5
<b>Revenue credited to the Vote</b>	<b>724.7</b>	<b>718.7</b>	<b>718.9</b>	<b>718.9</b>
<b>Total Revenue</b>	<b>724.7</b>	<b>718.7</b>	<b>718.9</b>	<b>718.9</b>
<b>Net Expenditures by Business Lines</b>				
Federal Policing Services	526.6	452.4	393.4	393.4
Contract Policing Services	87.9	101.9	101.9	101.2
National Police Services	281.6	281.5	281.6	281.7
United Nations Peacekeeping Services	0.0	0.0	0.0	0.0
Corporate Mgt and Human Resources Service	304.9	282.6	271.6	271.6
<b>Total Net Expenditures by business line</b>	<b>1,201.0</b>	<b>1,118.4</b>	<b>1,048.5</b>	<b>1,047.9</b>
<b>Cost of Services Provided by other departments</b>		<b>218.2</b>		
<b>Total Net Cost</b>		<b>1,336.6</b>		

(7)

**Details of Revenues by Business Line**

<b>Revenue credited to the Vote by Business Line (\$millions)</b>	<b>Planned Expenditures 1996-97</b>	<b>Planned Expenditures 1997-98</b>	<b>Planned 1998-99</b>	<b>Planned 1999-00</b>
<b>Contract Policing Services</b>				
Community, Contract and Aboriginal Policing	721.2	715.2	715.4	715.4
<b>National Police Services</b>				
PIRS	3.5	3.5	3.5	3.5
<b>Revenue credited to the Vote</b>	<u>724.7</u>	<u>718.7</u>	<u>718.9</u>	<u>718.9</u>
<b>Revenue credited to the Consolidated Revenue Fund</b>	18	18	18	18
<b>Total Program Revenues</b>	<u>742.7</u>	<u>736.7</u>	<u>736.9</u>	<u>736.9</u>

(8)



### Transfer Payments by Business Line

(Millions)	Planned Expenditures 1996-97	Planned Expenditures 1997-98	Planned 1998-99	Planned 1999-00
<b>Grants by Business Lines</b>				
<b>Corporate Mgt and Human Resources Services</b>				
Survivors of members killed on duty	1.0	1.0	1.0	1.0
<b>Statutory</b>				
Pensions and Other Employee Benefits				
Pensions under the RCMP Pension Continuation Act	31.0	30.0	30.0	30.0
To compensate members of the RCMP for injuries received in the performance of duty	8.0	9.0	9.0	9.0
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1
<b>Total Grants</b>	40.1	40.1	40.1	40.1
<b>Contributions by Business Lines</b>				
Contribution to non-RCMP candidates attending Canadian Police College courses	0.4	0.4	0.4	0.4
<b>Total Contributions</b>	0.4	0.4	0.4	0.4
<b>Total Grants and Contributions</b>	40.5	40.5	40.5	40.5

(9)

**Presentation by Standard Object**

(\$millions)	Planned Expenditures 1996-97	Planned Expenditures 1997-98	Planned 1998-99	Planned 1999-00
<b>Personnel</b>				
Salaries and Wages	1,132.7	1,081.5	1,041.5	1,041.6
Contributions to employee benefit plans	150.6	147.6	147.2	147.2
Other personnel costs	43.0	39.5	33.0	33.0
	<u>1,326.3</u>	<u>1,268.6</u>	<u>1,221.7</u>	<u>1,221.8</u>
<b>Goods and Services</b>				
Transportation and communications	110.7	104.6	101.8	101.6
Information	0.7	0.7	0.7	0.7
Professional and special services	106.6	96.3	93.7	93.6
Rentals	36.9	36.6	35.6	35.5
Purchased repair and upkeep	36.9	41.2	40.1	40.0
Utilities, materials and supplies	81.3	70.0	68.1	67.9
Preventive Maintenance & Repair - Buildings	0.0	0.0	0.0	0.0
Other Equipment	19.9	18.8	18.0	18.0
Other subsidies and payments	36.9	38.9	37.9	37.9
	<u>429.9</u>	<u>407.1</u>	<u>395.9</u>	<u>395.2</u>
<b>Capital</b>	129.0	120.9	109.3	109.3
<b>Transfer payments</b>	40.5	40.5	40.5	40.5
<b>Gross expenditures</b>	<u>1,925.7</u>	<u>1,837.1</u>	<u>1,767.4</u>	<u>1,766.8</u>
<b>Less: Receipts and revenues credited to the vote</b>	<u>724.7</u>	<u>718.7</u>	<u>718.9</u>	<u>718.9</u>
<b>Net budgetary expenditures</b>	<u>1,201.0</u>	<u>1,118.4</u>	<u>1,048.5</u>	<u>1,047.9</u>

(10)

**Summary of Loans and Investments by Business Line**

(\$millions)	<b>Planned Expenditures 1996-97</b>	<b>Planned Expenditures 1997-98</b>	<b>Planned 1998-99</b>	<b>Planned 1999-00</b>
<b><u>Loans</u></b>				
<b>Corporate Mgt and Human Resources Services</b>				
"K" Division Headquarters	10.0	5.0	0.0	0.0
<b>Total Loans</b>	<b>10.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>
<b><u>Repayment</u></b>				
<b>Corporate Mgt and Human Resources Services</b>				
"K" Division Headquarters	0.0	0.0	(6.1)	(6.1)
<b>Total Repayment</b>	<b>0.0</b>	<b>0.0</b>	<b>(6.1)</b>	<b>(6.1)</b>
<b>Total Loans and Investments</b>	<b>10.0</b>	<b>5.0</b>	<b>(6.1)</b>	<b>(6.1)</b>

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