



# Royal Canadian Mounted Police

For the  
period ending  
March 31, 1997

Improved Reporting to Parliament —  
Pilot Document

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

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## Minister's Message

*I am pleased to submit to Parliament the 1996/97 Performance Report for the Royal Canadian Mounted Police.*

*The RCMP is a key player in our criminal justice system and this report documents the steady progress made within the overall context of the Government's Safe Homes, Safe Streets agenda. Although long-term results are often difficult to attribute to a single organization, the RCMP is recognized as the backbone in our fight against drugs, smuggling and organized crime and continues to play a national leadership role in forensic sciences. As one of our most widely known and respected national symbols, it has also gained increased international recognition by leading Canada's civilian police peacekeeping contribution to the United Nations peacekeeping efforts in Bosnia and Haiti.*

*While adapting to a rapidly changing and complex criminal justice environment over nearly 125 years, the RCMP has also managed to preserve its grassroots character which underpins what we now know as client-centred service delivery. As an elected representative of the Province of New Brunswick, I have observed first hand the meaning of such service and the tangible results brought about by close consultation and partnerships with communities. Any report on organizational performance, therefore, must recognize and pay tribute to the unique contribution of many individuals whose professionalism and personal commitment continue to make our communities a safer place to live.*

*The Honourable Andy Scott, P.C., M.P.  
Solicitor General of Canada*



## Commissioner's Introduction

The Royal Canadian Mounted Police (RCMP) strives to maintain a high standard of policing services across Canada and demonstrate to Canadians the value they receive for their tax dollars. I believe our performance during 1996/97 demonstrates that we have met that challenge.

This *Performance Report* continues to improve upon the scope and quality of results-oriented performance measurement, as well as the meaningfulness and clarity of performance indicators. In particular, the RCMP performance story is not just a listing of facts and statistics; it is also a compilation of accomplishments in different areas, success stories and various undertakings aimed at providing Canadians with safe homes and safe communities.

Significant accomplishments have been achieved during the past year, not only along the federal policing and national policing business lines, but in the service provided to our contract partners within eight provinces, two territories, over 200 municipalities and 62 First Nations communities. Our interdependent business lines reveal that the strength of our organization is in providing Canadians with a full spectrum of policing services, ranging from federal policing to contract services, and other policing and law enforcement responsibilities. Our continued role in contract policing also provides great benefits to all Canadians. It affords us the opportunity to explore new alternatives to the criminal justice system for aboriginal peoples, to attack organized crime on a number of fronts, and to incorporate federal policing duties in the day-to-day duties of the front-line officer.

Yet crime and the fear of being victimized continues to remain a fact of life for far too many Canadians, even with the best efforts of the RCMP and other criminal justice partners. Safe homes and safe communities is a responsibility that must be shared by all segments of Canadian society. We enjoy strong partnerships with a vast number of community groups and citizens across Canada, other federal departments, over 400 other Canadian police agencies, and three levels of governments. Accordingly, we share with them any accomplishments and recognize that collaborative efforts is the key to future successes.

J.P.R. Murray  
Commissioner



## SECTION II: DEPARTMENTAL OVERVIEW

### Mandate, Mission and Vision

The Royal Canadian Mounted Police is the national police service of Canada and an agency of the Ministry of the Solicitor General of Canada. The mandate of the RCMP is based on the authority and responsibilities assigned under Section 18 of the *Royal Canadian Mounted Police Act*; namely, *to enforce laws, prevent crime and maintain peace, order and security*.



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

***Our Vision*** is to:

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

(Royal Canadian Mounted Police *Mission, Vision and Values Statement*)

The authority and accountability for executing the requirements of the *RCMP Act* rests with the Commissioner who, under the direction of the Solicitor General of Canada, “has the control and management of the Force and all matters connected therewith.” (*RCMP Act*, Section 5(1)). The Solicitor General of Canada is answerable before Parliament for the RCMP.



## Objectives

The primary objective of the RCMP, which reflects its mandate and mission, is *to contribute to safe homes and safe communities through community policing*.

Secondary objectives include: to help foster a sense of safety and security; to respond to the needs of crime victims; and to promote crime prevention and alternatives to the criminal justice system.

## Strategic Priorities

The RCMP's day-to-day activities are guided by strategic priorities. While these priorities are administered through five business lines, as shown in Figure 1, the implementation of each priority usually involves more than one of the business lines thereby making them interdependent at the operational level of policing. Services to aboriginal peoples, order maintenance, violent crime and youth crime are largely met through the provision of contract policing services, while transnational organized crime engages both federal and contract policing services. National Police Services supports all business lines by providing vital operational support. As well, the strategic priorities are addressed in partnership with other federal, provincial and territorial government departments and agencies, other law enforcement agencies, and communities, local groups and organizations, as well as with ordinary Canadians fulfilling their responsibilities as citizens.

## Organization by Business Line

Following a re-organization which took effect on April 1, 1997, the Commissioner is supported by four regional deputy commissioners (Atlantic, Central, Pacific and Northwest) and one at National Headquarters. There are also 13 divisional commanding officers, a commanding officer at the training facilities in Regina, and a number of program directors at National Headquarters.

The RCMP has five business lines (see Figure 2) which contribute to the overall objective of *safe homes, safe communities*, with each being comprised of a number of service lines. The performance expectations and accomplishments of these business lines is described in this report. However, the performance of the internal business line is not covered because, while it supports the four external business lines (through corporate management, human resources management, public affairs and ethics advisor functions), it does not provide services directly to Canadians.



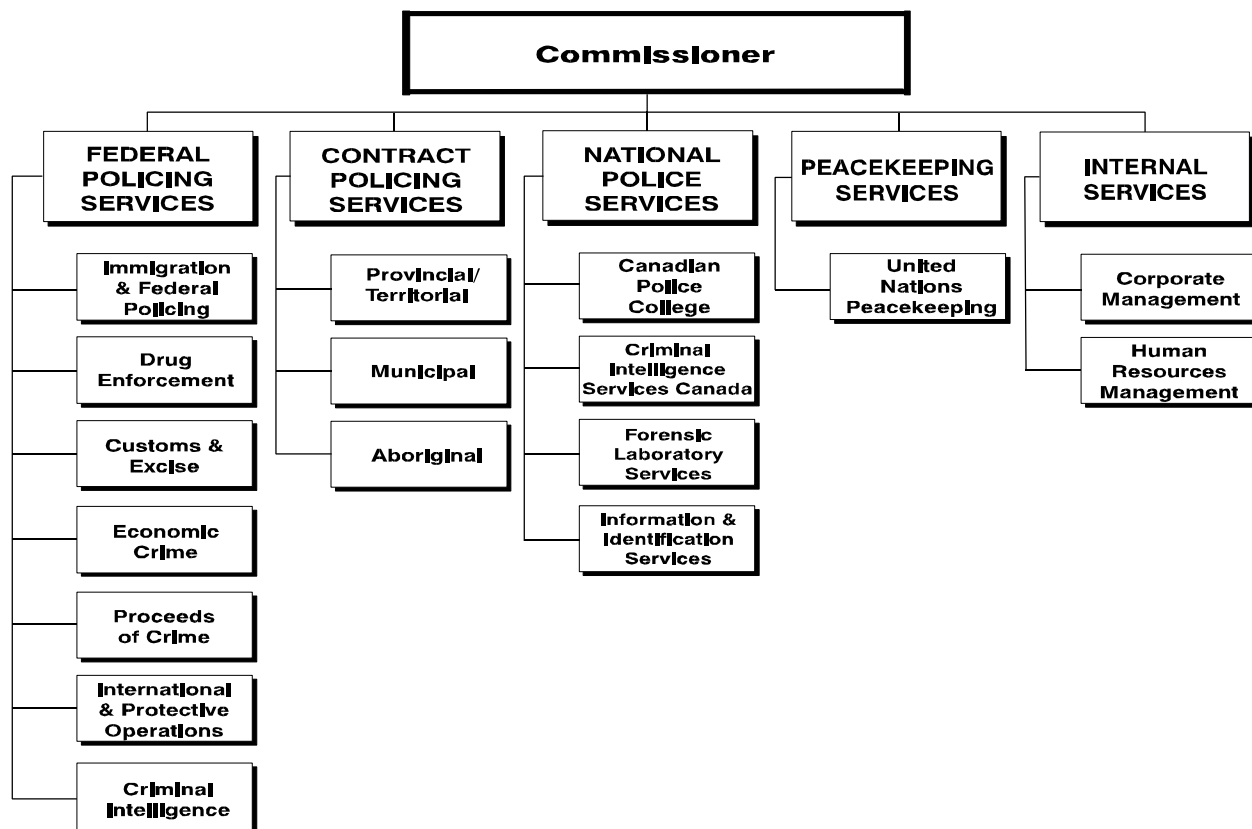


**Figure 1: Strategic Priorities by Business Lines**

<b>BUSINESS LINE</b>	<b>STRATEGIC PRIORITY</b>	<b>KEY PARTNERS IN SERVICE DELIVERY</b>
<b>FEDERAL POLICING SERVICES</b>	Protection against organized crime	Solicitor General Canada,* Justice Canada, Revenue Canada (Customs), Human Resources Development Canada, Provincial governments, Canadian law enforcement agencies
<b>CONTRACT POLICING SERVICES</b>	Policing services to support safe homes and safe communities	Solicitor General Canada, Justice Canada, Revenue Canada (Customs), Human Resources Development Canada, Provincial governments, Canadian law enforcement agencies
	Protection from violent crime and youth crime	Solicitor General Canada, Justice Canada, Provincial governments, Canadian law enforcement agencies
	Alternatives to the traditional criminal justice system for aboriginal peoples	Justice Canada, Solicitor General Canada, Department of Indian Affairs and Northern Development, Human Resources Development Canada, Canadian law enforcement agencies
<b>NATIONAL POLICE SERVICES</b>	Law enforcement investigative tools and information	Solicitor General Canada, Canadian law enforcement agencies
<b>PEACE-KEEPING SERVICES</b>	Civilian police for peacekeeping missions	Solicitor General Canada, Department of Foreign Affairs and International Trade, Canadian International Development Agency, Department of National Defence, Canadian police forces

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



**Figure 2: Organization by business line:**

**Federal Policing Services:** The objective of this business line is to provide policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to the people of Canada. Seven service lines or programs fall within this business line: Customs and Excise; Drug Enforcement; Immigration and Federal Policing; Proceeds of Crime; Economic Crime; Criminal Intelligence; and International Liaison and Protective Operations programs. Federal services are delivered through the division structure in all provinces and territories.

**Contract Policing Services:** Under 20-year agreements between the federal government and provincial, territorial and municipal governments, the RCMP provides community policing services under contract, on a cost-sharing basis, to the two territories and eight provinces (except Ontario and Quebec). Organized into a division for each contract jurisdiction, services are delivered at the detachment or local level. The contracting of police services also extends to approximately 200 municipalities and 62 First Nations communities. Community policing



services (i.e., crime prevention, order maintenance, traffic enforcement, *Criminal Code* enforcement and emergency services) are provided to the contract provinces and territories as well as federal policing services.

**National Police Services:** The objective is to provide vital operational support services for Canadian law enforcement agencies through four service lines: the Canadian Police College; Criminal Intelligence Services Canada; Forensic Laboratory Services; and Information and Identification Services. Their services include computerized criminal histories and fingerprints, forensic analysis, advanced training, violent crime analysis, criminal intelligence, and firearms records, all of which are shared across the criminal justice system.

**Peacekeeping Services:** In accordance with Canada's foreign policy, civilian police peacekeeping assistance and training is provided, usually under a United Nations mandate, to a number of countries experiencing internal conflict.

## Context, Key Initiatives and Change Management Issues

The *operating context* for the business lines during 1996/97 included the following factors:

- Fiscal restraint
- Increased demands for policing services
- Public concern with violent crime and youth crime
- Growth of organized crime, especially transnational organized crime
- Technological change
- Aboriginal justice matters, especially for aboriginal youth

RCMP activities during 1996/97 were also shaped by broader, cross-sectoral or "horizontal" policy issues shared with other federal government partners. The performance of each of these *key initiatives* is summarized later in this report under the appropriate business line:

- ❑ **Anti-Smuggling Initiative:** While the incidence of tobacco smuggling activities among individual consumers had declined in the years prior to 1996/97, the continuing occurrence of smuggling among organized criminal groups and distributors remains significant. As a result, the RCMP continued to target organized criminal groups and distribution activities, together with Revenue Canada (Customs).
- ❑ **Proceeds of Crime:** Special units consisting of RCMP officers and members of other major law enforcement agencies worked jointly to investigate and seize the assets and profits of enterprise crime. During 1996/97, these units continued to make significant inroads into the profitable activities of organized crime.



- **National Strategy on Community Safety and Crime:** RCMP detachments and front-line officers participated in this Government initiative by working in partnership within the communities they serve to solve and prevent crime and disorder problems at the local level.
- **Restorative Justice:** Given the negative impact of traditional criminal justice responses to aboriginal peoples and youth, more appropriate and less expensive alternatives are being sought across the justice system. In particular, family conferencing has been identified as a promising alternative measure.
- **Nunavut and Northwest Territories:** The RCMP is developing new policing approaches in preparation for the creation of the Nunavut Territory. Discussions are continuing between the RCMP and the interim Commissioner of the Nunavut Territory regarding the policing issue.
- **Integrated Justice Information:** The long-term objective of all stakeholders delivering criminal justice programs (police, courts, corrections) is to develop single, all-purpose computer files which they can each use to track and manage cases from arrest through to post-conviction release programs. The RCMP's contribution includes the full automation of all criminal history files and enhanced information technologies for front-line police officers.
- **Forensic Analysis:** To meet requirements of recent legislation on the collection of DNA samples, the RCMP participated with the Department of the Solicitor General in planning and costing initiatives necessary for the operationalizing of a national DNA databank.
- **Peacekeeping in Haiti:** The Government's foreign policy continued to provide a Canadian commitment for a civilian police peacekeeping mission in Haiti through the participation of the RCMP.

In addition to the broad environmental factors and key cross-sectoral key initiatives, there were a number of largely internal factors that had an impact on the delivery of RCMP services across all business lines and are therefore essential to an understanding of RCMP performance during 1996/97. These *change management issues* include the following:

- *Quality service initiative:* The RCMP continued to implement community policing as the logical application to policing of the Government's quality service initiative, based on client needs and partnerships.
- *Minimum standards:* The development of minimum policing standards was initiated in response to the requirements of contractual arrangements with provincial partners. These



standards are also important in dealing with problems associated with downsizing, such as ensuring police officer effectiveness, and health and safety.

- *Regionalization:* Planning for a restructuring of service delivery operations through a regionalized organization moved ahead, culminating in the creation of four geographic regions in April, 1997. Regionalization is expected to have a far reaching impact upon the management and delivery of policing services across the country, including the “re-engineering” of the overall strategic management of the RCMP through the Senior Executive Committee (SEC), thereby strengthening the corporate direction. An RCMP Secretariat was also established in 1996/97 as a key measure to support SEC and to enhance relations with the Department and agencies of the Solicitor General as well as with federal government central agencies.
- *Portfolio management:* Government-wide efforts to encourage “horizontal,” cross-sectoral linkages led to strengthened partnerships among the Ministry agencies and the Department of the Solicitor General, as well as across the broader Justice Canada - Solicitor General portfolio. Outcomes include a portfolio-wide policy planning framework, a joint environmental scanning process, and improved issue management.
- *Program Review:* Implementation of Program Review I reductions were on target during 1996/97. A review of National Police Services was initiated with the Department of the Solicitor General to develop options to improve client service, identify emerging needs, and seek opportunities for cost-sharing partnerships.
- *Alternative Dispute Resolution (ADR):* Designed to resolve all aspects of conflict within the RCMP in a fair, flexible, fast and friendly manner, the ADR project built upon lessons learned from three 1995 pilot projects and began full implementation across the RCMP.
- *Separate Employer Status (SES):* The feasibility of the RCMP becoming a separate employer was further explored during 1996/97 by preparing a report, developing SES models, and consulting with employees.
- *Pay Council:* Established in May, 1996, the Pay Council is designed to explore compensation-related issues to address the unique challenges of the RCMP and, in particular, to provide a more structured and transparent pay determination process.
- *Ethics Advisor:* The position of ethics advisor was created to assist with the operationalizing of the new *Mission, Vision, Values* statement of the organization.



## SECTION III: PERFORMANCE, BY BUSINESS LINES

### A. Performance Expectations

**Figure 3: Planned versus Actual Spending, 1996/97, by Business Line**  
(\$ millions)

Business Lines	Actuals 1993-94	Actuals 1994-95	Actuals 1995-96	Planned 1996-97	Actuals 1996-97
Federal Police Services	521.4	545.0	537.1	574.4	584.7
Contract Police Services	780.8	779.5	777.7	893.5	1,006.1
National Police Services	290.4	289.8	288.5	296.3	186.3
Internal Services	356.9	384.5	391.2	161.5	221.2
Peacekeeping Services	4.7	5.4	9.1	0.0	1.0
<b>Total</b>	<b>1,954.2</b>	<b>2,004.2</b>	<b>2,003.6</b>	<b>1,925.8</b>	<b>1,999.3</b>
Less Revenue	712.6	723.8	732.5	724.7	741.0
<b>NET EXPENDITURES</b>	<b>1,241.6</b>	<b>1,280.4</b>	<b>1,271.1</b>	<b>1,201.0</b>	<b>1,258.2</b>

**Notes:** Due to rounding, columns may not add up to the totals shown.

For the purposes of this report, two major points should be noted:

1. Due to a major internal reorganization, formal amendments to the RCMP's financial information systems to produce information on a business line basis will not be in effect until fiscal year 1997/98. For the purposes of this Report and to be consistent with the presentation in last year's Fall Performance Report, financial information for 1996/97 has been restated from an activity structure to a business lines structure (see Figure 13 for the crosswalk) based on a special year-end functional review of each major organizational entity of the RCMP. For future years comparisons, it should therefore be recognized that financial information by business line may vary.
2. A number of cost elements, such as training and health services, which have been shown as part of Internal Services, are being reallocated to other business lines to more accurately reflect the true cost of RCMP operations.



**Figure 4: Comparison of Total Planned Spending to Actual Expenditures, 1996/97, by Business Line (\$ millions)**

Main Estimates		Human Resources (Full Time Equivalents)	Operating Capital	Transfer Payments	Gross Expenditures	Less Revenue Credited to the vote	Total Net Expenditures
Business Lines							
Federal Police Services	(planned)	5,937	536.2	26.2	12.0	574.4	0.0
	(actual)	<b>5,753</b>	<b>546.9</b>	<b>26.4</b>	<b>11.3</b>	<b>584.7</b>	<b>0.0</b>
Contract Police Services	(planned)	10,021	813.2	59.1	21.3	893.5	721.2
	(actual)	<b>10,856</b>	<b>914.4</b>	<b>71.7</b>	<b>20.0</b>	<b>1,006.1</b>	<b>738.3</b>
National Police Services	(planned)	2,911	254.3	38.8	3.2	296.3	3.5
	(actual)	<b>1,915</b>	<b>164.8</b>	<b>18.5</b>	<b>2.9</b>	<b>186.3</b>	<b>2.8</b>
Internal Services	(planned)	1,806	152.6	4.9	4.0	161.5	0.0
	(actual)	<b>2,076</b>	<b>209.7</b>	<b>7.8</b>	<b>3.8</b>	<b>221.2</b>	<b>0.0</b>
Peacekeeping Services	(planned)	0	0.0	0.0	0.0	0.0	0.0
	(actual)	<b>46</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>
Total planned spending		20,675	1,756.2	129.0	40.5	1,925.8	724.7
Actual expenditures		<b>20,646</b>	<b>1,836.8</b>	<b>124.4</b>	<b>38.1</b>	<b>1,999.3</b>	<b>741.0</b>
<b>Other Revenue and Expenditures</b>							
Revenue credited to the Consolidated Fund (planned)							18.0
(actual)							<b>20.2</b>
Cost of services by other Departments (planned)							221.7
(actual)							<b>221.7</b>
Net Cost of the Program (planned)							1,440.7
(actual)							<b>1,500.1</b>

**Notes:** Bold numbers are "Actuals"; due to rounding, columns may not add up to the Totals shown; and "Operating" includes contributions to employee benefit plans. As with the previous Table, two major points should be noted:

1. Due to a major internal reorganization, formal amendments to the RCMP's financial information systems to produce information on a business line basis will not be in effect until fiscal year 1997/98. For the purposes of this Report and to be consistent with the presentation in last year's Fall Performance Report, financial information for 1996/97 has been restated from an activity structure to a business lines structure (see Figure 13 for the crosswalk) based on a special year-end functional review of each major organizational entity of the RCMP. For future years comparisons, it should therefore be recognized that financial information by business line may vary.
2. A number of cost elements, such as training and health services, which have been shown as part of Internal Services, are being reallocated to other business lines to more accurately reflect the true cost of RCMP operations.



## Summary of Performance Expectations

The performance expectations for 1996/97 are summarized in Figure 5 and are organized by our six strategic priorities. Each of these expectations, and their related performance indicator, is subsequently identified (see the shaded boxes, beginning on page 15), followed by a description of our accomplishments against the expected results. Selected charts and success stories are also provided to highlight some of our accomplishments.

**Figure 5: Performance Expectations, 1996/97**

<b>To provide Canadians with:</b>	<b>as demonstrated by:</b>
<b>protection against organized crime</b>	<ul style="list-style-type: none"> <li>➤ reduction in the economic incentive for enterprise crime</li> <li>➤ contribute to increases in federal and provincial tax revenues</li> <li>➤ response to opportunities for combatting transborder crime</li> <li>➤ improved police response to organized crime</li> <li>➤ contribution to a decline in illicit drug consumption</li> <li>➤ contribution to a reduction in economic crime</li> <li>➤ enhanced quality of criminal intelligence and information</li> <li>➤ improved RCMP protection and security services</li> <li>➤ effectiveness of liaison, overseas activity, Interpol Program</li> <li>➤ efficiency gains in law enforcement activities across federal departments</li> </ul>
<b>policing services to support safe homes and safe communities</b>	<ul style="list-style-type: none"> <li>➤ contribution to a downward trend in overall crime</li> <li>➤ contribution to a reduction in traffic accidents resulting in major injuries and to a reduction in property damage</li> <li>➤ contribution to a reduction in property damage resulting from theft or vandalism</li> <li>➤ a reduction in public complaints against RCMP members</li> <li>➤ increased satisfaction by clients and partners about RCMP services</li> </ul>
<b>protection from violent crime and youth crime</b>	<ul style="list-style-type: none"> <li>➤ contribution to a reduction in violent crime, youth crime, and victimization</li> <li>➤ contribution to reduced fear of victimization</li> </ul>
<b>alternatives to the traditional criminal justice system for aboriginal peoples</b>	<ul style="list-style-type: none"> <li>➤ policing approaches and initiatives that are responsive to the needs of aboriginal communities and are reflective of their culture</li> </ul>





<b>law enforcement investigative tools and information</b>	<ul style="list-style-type: none"> <li>➤ national coverage for the RCMP's enhanced DNA analysis reporting service</li> <li>➤ enhanced client access to the RCMP's criminal history, fingerprint and firearms records</li> <li>➤ maintained or enhanced radio and communication access across the RCMP</li> <li>➤ improved client access and sharing with partners of information and records</li> <li>➤ effective and timely sharing of high quality criminal intelligence on organized crime</li> <li>➤ enhanced advanced training, research and library information</li> <li>➤ contribution to the development of an integrated justice system</li> </ul>
<b>civilian police for peacekeeping missions</b>	<ul style="list-style-type: none"> <li>➤ maintenance of the current commitment for Canadian police personnel in the UN Support Mission in Haiti</li> <li>➤ preparation and delivery of Canadian police personnel in readiness for peacekeeping missions in a timely and cost-effective manner</li> <li>➤ accountability to the UN Civilian Police Commission for UN peacekeeping missions and successful discharging of all duties and responsibilities requested</li> <li>➤ enhancement of the RCMP's international reputation</li> </ul>

During the evolution of the Improved Reporting to Parliament Project, a number of changes in reporting formats may have contributed to some differences between the various reports. Consequently the strategic priorities and results expectations showing in the above figure have undergone improvements during the transition from the 1995/96 report to the current report. Because performance reporting is still a "work in progress," further improvements may be expected in future reports.

## B. Performance Accomplishments

The RCMP's achievements must be considered within the context of overall government fiscal restraint. The cumulative impact of budget reductions is potentially significant since we have not seen a parallel reduction in the demand for our services. While the reductions have, in many cases, resulted in streamlining and efficiencies, in the medium term they also created a serious challenge to find funding for emerging priorities, such as information technology. These funding pressures are expected to become more acute in the coming years.

Performance accomplishments achieved in 1996/97 are reported here by business line rather than by strategic priority (as in last year's report) to underscore the interdependence of services



whereby no single business line is solely responsible for performance against a particular strategic priority. For example, the enforcement of provincial traffic laws by patrol officers trained under the Pipeline/Convoy Program (see page 21) shows how these officers may end up also enforcing the *Criminal Code*, as well as federal statutes when initially dealing “only” with traffic matters.

Similarly, because performance accomplishments for RCMP strategic priorities are shared with other components of the criminal justice system (e.g., Department of Justice), other federal sectors, other levels of government, other police forces and several non-discretionary factors (e.g., demographics), it is not always possible to attribute to any one of the service delivery partners the precise role they played in reducing crime and victimization at a national level. As a result, national outcome targets for each partner are not easy to identify. By contrast, broad directions for multi-year trends in RCMP performance and targets for specific locations of police service delivery (e.g., detachments or neighbourhoods) are likely to be more meaningful.

Another reason for providing only broad directions for multi-year trends in results is because increases or decreases in statistical trends may not necessarily reflect the nature of law enforcement performance. For example, an increase in crime rates can result from increased reporting to the police following the successful implementation of community policing. Nonetheless, some statistics and traditional measures of police performance are necessary. These measures include:

- *crime rates* (expressed as the number of crimes per 100,000 population; this allows comparisons between jurisdictions of different sizes); and
- *clearance rates* (usually expressed as the percentage of solved to unsolved crimes).

However, there are some problems associated with these measures. First, by examining victimization rates based on surveys of victims, we know that *crime rates* largely reflect the ability or willingness of people to report their victimization to the police, rather than the actual amount of crime. For example, there is usually significant under-reporting of property crime but less so for violent crime, with the notable exceptions of sexual assault and spousal assault. Second, when crimes have been reported to the police, they are then investigated and determined to be either “founded” or not supported; founded reports are known as *actual offences*. But while *clearance rates* were once thought to show the effectiveness of police agencies in solving or otherwise “clearing” these actual offences, some police agencies use different practices than the RCMP, thereby making it difficult to determine what is a good rate. As well, variations in clearance rates may reflect different policing priorities, such as when a police agency is directed by its governing body or community to focus on clearing up drug trafficking and spousal assaults rather than on traffic accidents where there were no injuries.

For these reasons we decided to go beyond statistical trends (presented in numbers and charts) to qualitative indicators, such as examples of good or better practices (presented in boxes, outside



the main text) so as to tell the whole performance story. Nonetheless, the challenge for future RCMP performance reports will be to bridge the gap between statistics and examples by developing better performance indicators of client satisfaction, of victimization and public fear of being victimized, and of the long-term, broader impact of RCMP performance on Canadian society in terms of safe homes and safe communities.

## RCMP Accomplishments

A number of accomplishments can be attributed to the RCMP as a whole, thereby transcending the individual business lines. These include the following overall RCMP accomplishments:

- *A national leadership role in combatting and forging partnerships to combat organized crime*, e.g., Proceeds of Crime initiative and Anti-Smuggling Initiative.
- *A contribution to the prevention and reduction of crime and victimization* to provide for safe homes and safe communities in those jurisdictions where the RCMP has these responsibilities.
- *An integrating role for Canadian law enforcement agencies* by sharing law enforcement investigative tools and information, mainly through National Police Services.
- *An international profile and presence* by representing Canadian law enforcement on the world stage.
- *A contribution to national unity* through its image as a national symbol for Canada and its high profile presence.

The RCMP also participated in a number of *cross-sectoral initiatives* within the portfolio of the Ministry of the Solicitor General of Canada, as well as in several government-wide initiatives through the Justice Canada-Solicitor General portfolio. These initiatives include:

- *Participation in the National Strategy on Community Safety and Crime Prevention* whose safe homes/safe streets agenda provides the context for the RCMP's *safe homes, safe communities* priority;
- *DNA data bank*: the RCMP participated in the drafting of legislation. This initiative was included in the review of National Police Services (which includes forensic services), and the cross-country consultation phase;



- *Canada's Drug Strategy and Organized Crime* activities, including measures to enhance the forfeiture of proceeds of crime, particularly the Anti-Smuggling Initiative and Proceeds of Crime Initiative. The RCMP also participated in the Fall, 1996 *National Forum on Organized Crime* and assisted with developing plans for stronger regional and national partnerships among agencies fighting organized crime;
- *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; and
- *Automated Criminal Records*: a commitment was made for the full automation, over a two year period, of all criminal history files in the repository containing computerized records of about 2.7 million individuals who have been charged with or convicted of indictable offences. Developments also began for new information technologies to enhance and upgrade police information, and for advances in violent crime offender profiling and geographical coding of their likely places of residence.

## Business Line Accomplishments

The following four sections describe the overall RCMP objective, business line strategic priority, key performance expectations, and the accomplishments during 1996/97 for each of the four business lines. Following widespread police data-gathering practices and information presented in past years, most of the statistics are for the 1996 calendar year rather than for the 1996/97 fiscal year. Where possible, trends over a five-year period are presented; where only 1996 figures are available, they will serve as the baseline for future performance reports. As well, rather than a detailed and lengthy description, the selection of key performance indicators means that a focussed story is told that is also fleshed out by best practices and examples.

### 1. Federal Policing:

- **RCMP Objective:** *Safe home and safe communities.*
- **Strategic priority of federal policing services:** *To provide Canadians with protection against organized crime.*

The overall objective of the RCMP - *safe homes and safe communities* - is applied to this business line at Canada's borders, in our streets, homes and communities, as well as in the corporate world. Performance expectations identified for the federal policing services business line to address the above strategic priority include the following ten impacts:

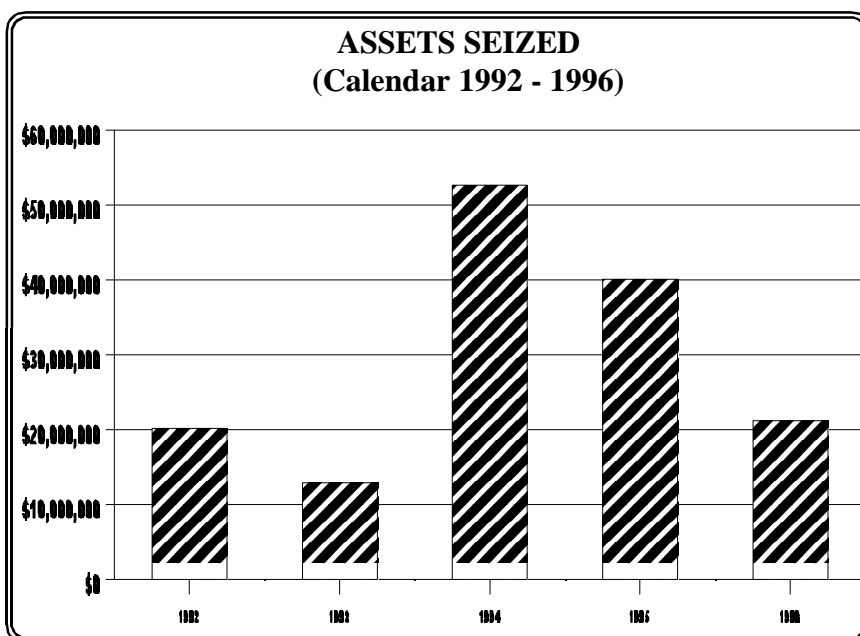


**1.1 Reduction in the economic incentive for enterprise crime;** *indicated by trends in the value of assets/seizures under the Integrated Proceeds of Crime (IPOC) and Proceeds of Crime (POC) program.*

**Accomplishments:** One of the most effective methods to attack organized crime is to seize the money generated by criminal activities. Seizing illegal funds is often the only way to have an impact on the top echelon of large-scale criminal organizations, as confiscating the illicit profits of enterprise crime removes the incentive to participate in illegal activities. Following this strategy in 1996, the three Integrated Proceeds of Crime (IPOC) units (which became 13 units in 1997/98) and six Proceeds of Crime units across Canada achieved:

- \$21.3 million in assets seized pending a trial (compared with 1995 when \$40 million was seized);
- \$700,000 in fines resulting from convictions; and
- \$23.5 million in “referrals” to other law enforcement agencies for investigation.

The value of assets seized from 1992 to 1996 has fluctuated dramatically. This may be attributed to the fact that (1) the value of assets liable to seizure per case can be random and variable, (2) these types of investigations are complex and can require the commitment of all available resources to a single case over an extended period,



**PROJECT JEWEL**

*In 1994, the Halifax POC unit seized a vessel and charged the captain with importing 8 tons of cocaine. The case was concluded in 1996, with the captain being sentenced to 16 years and about \$1.1 million in assets and cash being seized and forfeited, mainly from the sale of the vessel.*



and (3) on average, this type of investigation is time consuming and can extend to several years. Therefore, a constant pattern to the aggregate value of assets seized from year to year can not be expected, particularly given that POC and IPOC units have only been in operation for a relatively short period of time. Nevertheless, the value of asset seizures in 1996 was significant.

The full size and scope of the problem of organized crime has yet to be estimated for Canada. The success of the cases to date suggests that additional resources could result in an increased number of cases and a consistently higher value of assets seized per year which would then have a direct impact by reducing the incentive for enterprise crime.

**1.2 Contribute to an increase in federal and provincial tax revenues;** *indicated by trends in the value of assets/seizures under the Anti-Smuggling Initiative (e.g., monies, property, all types of vehicles, drugs, contraband goods) and by increases in tax revenues*

**Accomplishments:** In addition to taking the incentive out of crime by seizing the profits, another strategy is to stop uncontrolled entries into Canada and enforcing applicable federal laws. In this context, the mandate of the RCMP's Customs and Excise Program, which is responsible for the Anti-Smuggling Initiative (ASI), is to enforce laws governing: (1) the international movement of dutiable, taxable, controlled or prohibited goods within Canada and along the uncontrolled Canadian/US border; (2) the manufacture, distribution or possession of contraband products including tobacco and spirits; (3) the illicit traffic of critical high technology and strategic goods, and (4) acts or regulations that impose non-tariff controls on the international movement of commodities.

***HASH-SMUGGLING RING BROKEN:***  
*In 1996, the Montreal POC unit conducted a six-month investigation and arrested seven persons for the importation of hash. About \$1.3 million in assets were seized, including four air planes, two vehicles and, in the future, Swiss bank accounts. This operation disrupted a major international drug smuggling ring, estimated to have supplied 25 per cent of Montreal's hash.*

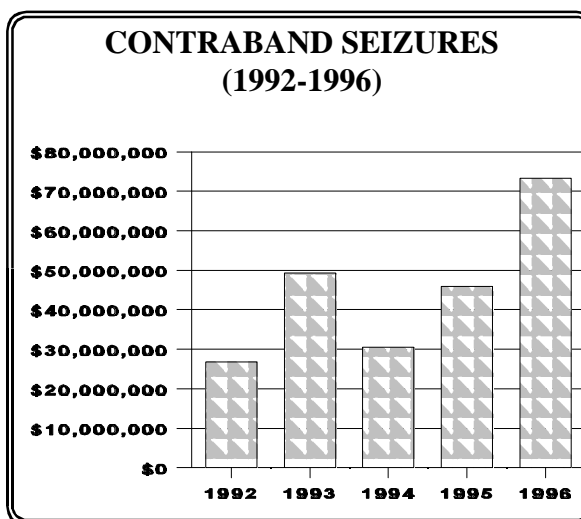
During 1996/97, 27 per cent of the Government's \$66.3 million Anti-Smuggling Initiative was directed towards IPOC units. The overall value of seizures increased to \$73.3 million during the 1996 calendar year. These seizures included:



- \$35 million in tobacco products;
- \$11.8 million in liquor;
- \$ 4.3 million in jewellery;
- \$11.5 million in drugs;
- \$ 3.2 million in conveyances;
- \$ 7.5 million in other goods.

Resulting from this activity were:

- 4,142 charges laid,
- \$20.2 million in fines collected;
- about \$700,000 revenues generated;
- and \$21.9 million worth of referrals to other Canadian and international law enforcement agencies for investigation.



The total value of seizures, at \$73.3 million, represents a *60 per cent increase* over the previous calendar year when \$45.9 million in contraband was seized. This investment in customs and excise enforcement demonstrates a financial return to Canadians over and above the benefits of ensuring the legal movement of goods across our borders (e.g., increased tax revenues).

Partnerships with other agencies and investigative expertise gained are producing positive results. Canada is achieving success in reducing transborder crime, but it has not eliminated the problem. Transborder crime linkages with other criminal activities highlights the importance of strong law enforcement against illegal entry into Canada.

***RCMP ANTI-SMUGGLING ACTIVITIES CONTRIBUTED TO POSITIVE RESULTS, INCLUDING INCREASED TAX REVENUES:***

- *an increase in domestic liquor sales in excess of \$100 million by the Liquor Control Board of Ontario*
- *an increase of liquor sales of about 50 per cent in southern Manitoba, resulting in additional tax revenues of \$650,000*
- *a reduction by about two thirds in the amount of tobacco and liquor exported from St. Pierre and Miquelon into Newfoundland*

**1.3 Response to opportunities for combatting transborder crime;** *indicated by trends in: organized illegal entries into Canada, alien smuggling organizations, suppliers of forged travel documents, and counterfeiters of currency and negotiable instruments.*





**Accomplishments:** The migrant smuggling business is a multi-billion dollar a year industry in the global economy in which Canada is a destination of choice among a good many of the world's 125 million migrants. As a consequence, organized crime has become attracted to this illicit market and uses fraudulent travel documents, as well as highly vulnerable, illegal immigrants to advance their own criminal activities, such as drug trafficking, extortion, prostitution and money laundering. People smuggling now parallels the smuggling routes of other illegal commodities such as liquor and tobacco.

Criminal intelligence and information on migrant smuggling cases indicates that parties traditionally involved in the smuggling of other commodities, such as in the Cornwall (Ontario) corridor, are becoming increasingly involved in migrant smuggling due to its high profitability and perceived lack of risk. It can be safely assumed that migrant smuggling in general will continue its upward spiral worldwide and consequently impact on all regions of Canada.

The Immigration and Passport Enforcement Program therefore continued its focus in 1996 on combatting illegal entries into Canada. It worked more closely with new partners and stakeholders (e.g., Citizenship and Immigration Canada, law enforcement agencies, the private sector, minority groups) to combat transborder crime. These partners investigated 805 cases of organized smuggling of illegal migrants into Canada during the 1996 calendar year, compared with 683 in 1995.

The entry of illegal migrants into Canada is an expensive undertaking, both for the migrant and the Canadian taxpayer. According to one estimate, the average cost to the Canadian public of an illegal migrant - who may eventually become a legitimate refugee - is \$45,000 per person per year, for up to three years.

**PARTNERSHIPS REAP REWARDS:**

- *with the assistance of national and international partners, 18 persons were arrested by Bowmanville, Ontario, RCMP when a large and sophisticated migrant-smuggling organization was dismantled; this group was believed to be bringing in 20 illegal migrants a month.*
- *working with international authorities, the same RCMP unit successfully stopped the illegal entry into Canada of 196 Chinese nationals by preventing their vessel from entering Canadian waters.*

**MISSING VISAS RECOVERED -  
MILLIONS SAVED:**

*Based on estimates of the cost to taxpayers of illegal migrants, the Calgary RCMP Immigration and Passport Section, by successfully concluding an international investigation involving the recovery of 40 missing visas mailed from the Canadian High Commission in Pakistan, helped to theoretically save Canadian taxpayers an amount of \$5.4 million during 1996.*





***CORRUPT IMMIGRATION CONSULTATION FIRM DISMANTLED:***

*In November, 1996, a two-year RCMP investigation based in Milton, Ontario, working with Metropolitan Toronto Police Service and Immigration & Citizenship Canada, laid criminal charges against 13 people. This disrupted the criminal activities of Shelton World Wide Immigration Services which, with offices around the world, organized the smuggling of thousands of illegal immigrants into Canada by using fraudulent documents. During the investigation, over US\$230,000 was paid to an undercover RCMP officer to obtain Canadian Student Visas, Canadian Visitor Visas and Canadian Permanent Residence Visas; US\$300,000 cash was also seized.*

**1.4 Improved police response to organized crime;** *indicated by completed organized crime investigations resulting in prosecutions; and partnerships with other agencies engaged in combatting organized crime*

***Accomplishments:*** A significant challenge in combatting organized crime is to estimate the size and dollar value of these criminal enterprises and their broader impact on society. To this end, the RCMP (facilitated by Criminal Intelligence Services Canada (CISC)) shares with other law enforcement agencies in exchanging high quality criminal intelligence on organized crime. This resulted in several significant prosecutions as well as in the development of a National Strategy on Outlaw Motorcycle Gangs, a coordinated police response in controlling the recent Hell's Angels Motorcycle Gang Canada Run and the preliminary development of a National Strategy for Sexually Exploited and Abused Children.

***CONSPIRACY TO ILLEGALLY IMPORT GOODS FAILS:***

*With significant activities underway during all of 1996/97, the Montreal RCMP Customs & Excise Section ended a two year investigation (in early 1997) of a criminal organization in the Joliette and Repentigny areas of Quebec which had engaged in a conspiracy to illegally import \$500,000 worth of cigarettes, tobacco and alcohol.*

The RCMP actively participated in joint forces operations with other federal, provincial, municipal and foreign authorities, as well as with the private sector. One example is the Cornwall Regional Task Force which comprises the Ontario Provincial Police, Cornwall City Police, Revenue Canada Customs and the RCMP. A related example is the Valleyfield RCMP Customs & Excise Section, assisted by the United States Border Patrol, New York State Police, United States Customs Service and the Cornwall Regional Task force, which successfully



investigated and incapacitated a smuggling ring located in Racquette Point, Rooseveltown, New York. Under Project Cambiste, seven people were arrested in relation to the illegal trade in tobacco products, cigarettes and alcohol.

**1.5 Contribution to a decline in illicit drug consumption;** *indicated by trends in the value of drugs seized; trends in the number of drug investigations and/or arrests; and trends in participation in drug prevention programs for awareness and education.*

**Accomplishments:** During the 1996 calendar year a total street value of \$883.5 million in drugs was seized. This amount is a slight decrease over 1995, when the total was \$896 million. The number of drug enforcement cases also declined from 36,384 in 1995 to 35,570 in 1996 (last year's *Performance Report* provided only the number of active files being investigated). Sixty seven per cent of the actual cases in 1996 were cleared, mostly by arrests with charges being laid.

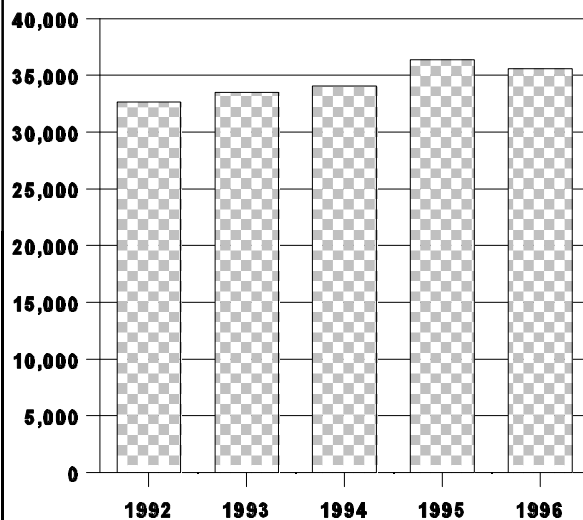
Although drug seizures are one measure of performance, they do not always indicate the total success of investigations. In some instances, high-level targets are successfully prosecuted for major drug offences based on undercover purchases of amounts of drugs much less than the minimum which the individual or criminal organization has the capacity to traffic or import. Frequently, the scope of an investigation is determined by the investigative unit's budget. Also, a major seizure of drugs could occur without any accompanying charges. Another aspect affecting year-to-year results is that investigations are often multi-year efforts such that seizures made at the end of an investigation will be reported in a subsequent year.

**DRUG SEIZURES DOWN SLIGHTLY:**

**Drug seizures during 1996 included:**

- \$115 million in heroin
- \$461.5 million in cocaine
- \$301 million in cannabis
- \$3 million in other drugs

**FEDERAL DRUG CHARGES  
1992-1996**



The number of participants in drug awareness programs at the community level continued to increase across the country (e.g., Police Assisted Community Education; "Kids and Cops"), especially as a result of partnerships forged with local community agencies for the delivery of these programs. Future performance reports may be able to provide further details on the numbers of participants in these programs.

***NATIONAL PIPELINE/CONVOY PROGRAM  
SUCSESSES DURING 1996/97:***

*Under this growing program, 600 front-line officers have been trained to recognize clues and profiles of suspicious persons that may indicate criminal activity. Indications of progress include increased seizures under the program in 1996/97 of:*

- \$2,387,705 Canadian currency
- 53 ounces of cocaine
- \$50,000 US currency
- 44 ounces of hash/weed oil
- 256 lbs. of marijuana
- 7,390 cartons of cigarettes

*The total value of drugs seized under this program in 1996/97 was over \$1,900,000*

**1.6 Contribution to a reduction in economic crime;** *indicated by trends in successful investigations and arrests for white collar crime in areas such as corporate crime, corruption, telemarketing fraud, securities and stock market fraud.*

***Accomplishments:*** When technology opens new horizons it also opens windows of opportunity for criminal activities, such as those associated with computer crime, telecommunications fraud, counterfeiting of currency and credit/debit cards. For example, it is generally reported that the value of payment card fraud in Canada was \$73 million in 1996. In response, the RCMP Economic Crime program has adopted a proactive strategy to initiate prevention strategies aimed at sensitizing the public, educating their peers and counterparts, and applying aggressive enforcement efforts in areas of greatest need. As a result, counterfeit cards accounted for 33 per cent of all

***HOW FAST TRENDS CHANGE!***  
*Effective enforcement efforts in 1995/96 targeting the manufacture of counterfeit American currency in Canada resulted in a substantial decrease in the number of counterfeit American money passed in Canada. Over the past two years the number of counterfeit Canadian bank notes passed in Canada increased from 55,858 to 88,447. As a result, a joint undertaking with the Bank of Canada, to develop a national police data base to more effectively deal with the problem has*



payment card fraud in 1995/96 but, by effective partnerships with the card issuers, aggressive enforcement action and improved security features, the number of cases dropped to 27 per cent during 1996/97.

In our continuing efforts to combat commercial fraud and securities fraud, the RCMP has sponsored or participated in such projects as the Toll Fraud Seminar, the International Telemarketing Fraud Working Group, and the Fraudulent Telemarketing Education Committee. Strategic partnerships have also resulted in the creation of the Securities Fraud Office (composed of members of the RCMP Vancouver Market Group, the British

Columbia Securities Commission and the provincial Attorney General's office), the Market Integrity Computerized Analysis ( a software package for monitoring specific activities on stock exchanges - being developed by private industry, security regulators and stock exchanges), and an alternate dispute resolution process to resolve disputes between brokerage firms.

#### **WWW.RCMP**

*The RCMP Crime Prevention Internet Home Page was created in December, 1996.*

*Information is available on a variety of issues - but the most popular site has been the "latest scam" page. It provides information on the newest telemarketing, consumer and business frauds, and is being accessed on average 900 times per month.*

### **1.7 Enhanced quality of criminal intelligence and information; indicated by satisfaction of key partners and clients of the RCMP's Criminal Intelligence Program.**

**Accomplishments:** Joint Forces Operations which establish working partnerships with provincial and municipal police agencies, facilitated a co-ordinated law enforcement attack on Quebec-based motorcycle gangs. Intelligence and expertise gained from these activities assisted police agencies in other jurisdictions to be proactive in preventing motorcycle gangs from planting roots in their area.

#### **HIZBALLAH MEMBER DEPORTED:**

*Working with Canadian and US law enforcement agencies, the Criminal Intelligence Directorate played a key role in the apprehension and eventual deportation of a member of the Saudi Hizballah who was linked to the June, 1996 bombing of the US military barracks in Saudi Arabia.*

The Joint (anti-) Smuggling Initiative focussed on the Cornwall, Ontario area during 1996 and, working with Canadian and US immigration, customs and other officials, contributed to a reduction in the smuggling of alcohol, drugs, firearms, tobacco and people across the border.



To improve these indicators of expected results, formal and informal surveys will be conducted of partners and clients on their satisfaction with Criminal Intelligence Program services.

**1.8 Improved RCMP protection and security services;** *indicated by an excellent record in the protection of foreign dignitaries and officials while in Canada, the Prime Minister, certain government dignitaries, and those Canadian international airports for which the RCMP has security responsibilities.*

**Accomplishments:** In 1996/97, all foreign VIPs visiting Canada on official business who were under the protective care of the RCMP during their visit arrived and departed Canada in safety. Similarly, all foreign missions in Canada, as well as certain Canadian government dignitaries, enjoyed a safe and secure year under the protection of the RCMP.

**FOREIGN VIPs SAFEGUARDED:**  
*During 1996/97, RCMP protective services were successfully supplied for a US Presidential Visit, a G-7 conference in Halifax, Nova Scotia, a Federal Election, and a Royal Visit, with several letters on file showing client satisfaction.*

The safety and security of the Prime Minister and his family was assured by the RCMP during 1996/97. To protect against security breaches at the official residences of the Prime Minister, the protection structure was re-engineered and the security system was enhanced by implementing state-of-the-art electronic and physical measures. Staffing for the Prime Minister's Protective Detail was expanded and all personnel received role-specific training for the VIP protection function.

Preparation for the privatization of Canadian airports occurred during 1996/97. This would allow the Government to transfer the airport security funding responsibility directly to airport authorities, together with the ability to acquire the services of their local police service.

**1.9 Effectiveness of liaison and overseas activities and the Interpol Program;** *indicated by improved international cooperation with foreign police agencies and governments and increased involvement of Canadian police agencies in the Interpol Program.*

**Accomplishments:** Thirty-one liaison officer posts were maintained during 1996/97 at 23 posts in 20 countries; it was decided to open a new liaison office in Moscow during 1997/98 to be staffed through re-deployment. These posts maintained a high degree of effectiveness in dealing with the rising incidence of transnational criminal activities and related proceeds of crime



investigations, especially when major national operations develop into multi-country investigations.

***TIMELY INTERVENTION BY LIAISON OFFICERS:***

***In mid-1996, RCMP liaison officers in Paris and Rome worked with a Halifax-based RCMP Immigration and Passport Officer, a Citizenship and Immigration Canada officer, and a US Immigration Service officer in Rome to thwart the sailing of a vessel suspected in illegal immigration activities from the coast of West Africa. Timely intervention led to the subsequent return of the vessel to India.***

**1.10 Efficiency gains in law enforcement activities across federal departments; indicated by the consolidation and co-ordination of federal criminal law enforcement activities by the RCMP.**

***Accomplishments:*** The purpose of this initiative, which originated in Program Review I, is to achieve cost savings and other efficiencies while maintaining or enhancing effectiveness by consolidating federal law enforcement in the RCMP. To this end, a study of Heritage Canada (Parks Canada) was completed in 1996/97 and, while consolidation did not result, the law enforcement partnership and agreement between the two organizations was strengthened. A study of Citizenship and Immigration federal law enforcement was also completed and recommendations are being developed during 1997/98.

## **2. Contract Policing Services:**

- **RCMP Objective:** *Safe home and safe communities.*
- **Strategic priorities of contract policing services:** *To provide Canadians with: policing services in support of safe homes and safe communities; protection from violent crime and youth crime; and alternatives to the traditional criminal justice system for provide aboriginal peoples.*

The RCMP has adopted community policing to fulfill its responsibilities to achieve our strategic priority of *safe homes, safe communities*. As a renewed operational and organizational approach to the delivery of quality police services, community policing has changed the organizational culture of the RCMP by encouraging its members to think in proactive ways to solve and prevent



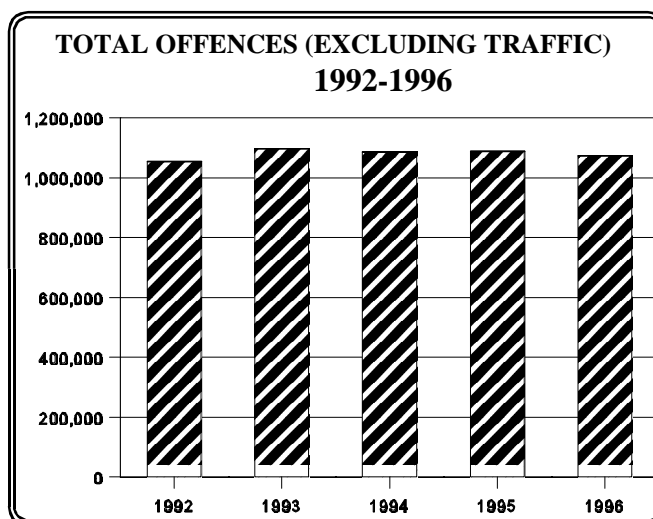


crime. This style of policing is now conducted as a routine, widespread practice rather than as an add-on program. But perhaps the biggest impact is behind the scenes through the way in which community policing has engaged every member and every activity, working in partnership with the communities they serve, to deliver quality services to clients and stakeholders. Everything we now do, particularly in the contract policing business line, focuses on client consultation, partnerships with communities and local agencies, empowerment to the service delivery level, and the mobilization of all available resources to supplement the role of the police. Learning from community policing pilot projects and good practices, the police role continues to change and improve the quality of services they provide.

**2.1 Contribution to a downward trend in overall crime; indicated by trends in police statistics for crime rates; trends in enforcement of *Criminal Code* offences; effective crime prevention programs; effectiveness of community policing initiatives**

**Accomplishments:** As may be seen from the chart on the right, the total number of *actual offences* dealt with by the RCMP (*Criminal Code*, federal statutes, provincial statutes, territorial ordinances, and municipal bylaws, but excluding traffic enforcement) has been somewhat stable over the 1992 to 1996 period.

Nonetheless, a slight downward trend can be seen from 1993 onwards, although the 1996 numbers (at 1,072,505) are higher than in 1992 (at 1,055,292). The results of RCMP enforcement of *Criminal Code* and federal statute offences is now briefly described. While provincial/territorial and municipal are not described here due to space limitations, the *general* category of provincial offences has remained stable (at 44,709 in 1996), with liquor-related offences showing a general downward trend over the past five years (e.g., down by about 8,000 between 1995 and 1996). Overall, the scope and number of laws, statutes, ordinances and bylaws enforced by the RCMP clearly demonstrates the diversity and complexity of the everyday life of an RCMP officer.



**Criminal Code** offences are reported in three categories: “persons” (usually referred to as *violent crime*, including homicide, assault, sexual assault and abduction), *property* (break and enter, offences is consistent with the nation-wide decline in overall crime in 1995 and 1996, as reported by the Canadian Centre for Justice Statistics. As can be seen in the second chart, *property* and



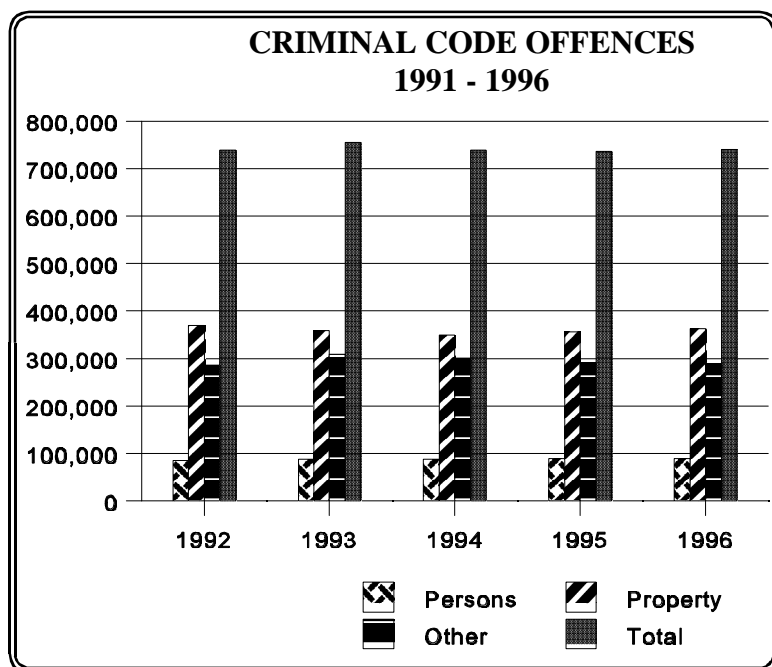
*other* offences make up 90 per cent of the total, while violent crime or *persons* has consistently been about 11 to 12 per cent of the total.

As noted earlier, clearance rates are poor indicators of complex police performance. But not unexpectedly, given the wide range in types of crime, and related information, clearance rates vary considerably from one category to another, with the rates for violent crime being highest, at almost 90 per cent for homicides and almost 80 per cent for assaults and other sexual offences. Given the priority on violent and youth

crime and the nature of the crime and the evidence and information available, clearance rates for property offences are comparatively low, e.g., just under 40 per cent for robberies, 50 - 60 per cent for some types of frauds, and less than 10 per cent for bicycle theft. Understandably, property offences committed by strangers are among the less likely crimes to be solved.

Success in clearing high priority crimes is often attributed to effective crime prevention programs and community policing initiatives. A good example of such an initiative is one implemented by Williams Lake RCMP Detachment, British Columbia, to deal with a local problem of auto theft. The detachment established a partnership with the Insurance Corporation of British Columbia, the City of Williams Lake, the Auto Retailers Association, the five First Nations Band Councils and local citizens groups. A number of strategies to combat the problem were developed and implemented which resulted in a 55 per cent reduction in reported auto thefts in 1996 and a continuing decline in 1997.

In addition to enforcing the *Criminal Code*, RCMP officers also enforce *federal statutes*, represented by a *drugs* category and a *general* category. Drug enforcement includes the possession, importation and trafficking of narcotics (e.g., heroin, cocaine), restricted drugs (e.g., LSD, MDA) and controlled drugs (e.g., methamphetamine, amphetamine, barbiturates). While drug offences have increased over the 1992 to 1996 period, they declined slightly over the last year to 35,570 while increasing the clearance rate to 67 per cent. The general category, which includes everything from the Immigration Act to the Animal Pedigree Act (see page 51 for





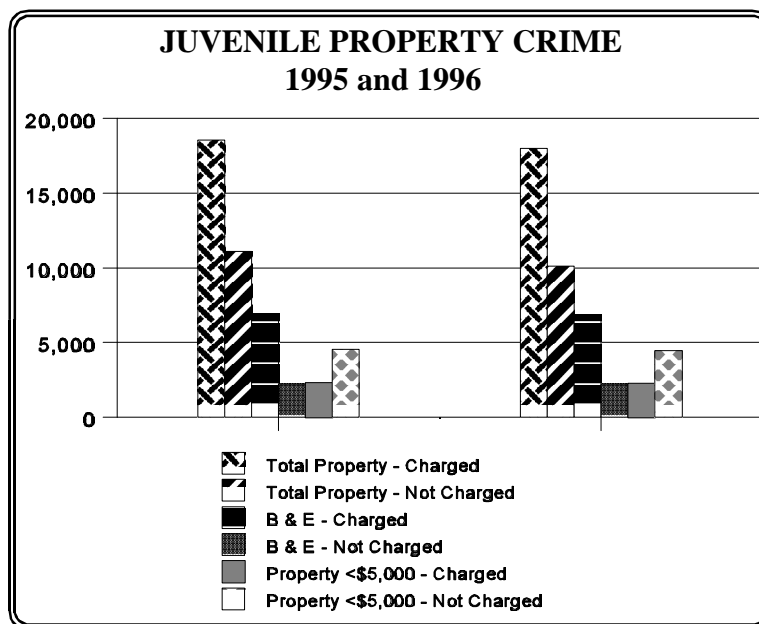
statutes administered by the RCMP), has fluctuated over the five-year period ending in 1996, with a 15 per cent decline between 1995 and 1996, to 60,578 offences.

## 2.2 Contribution to a reduction in violent crime, youth crime and victimization;

*indicated by trends in police statistics for crime rates; trends in enforcement of Criminal Code offences; police and community surveys of victims; partnerships with other agencies engaged in reducing violent crime; diversion and other programs; and the increased use of ViCLAS (Violent Crime Linkage Analysis System) by police agencies to solve violent crime.*

**Accomplishments:** A great deal of concern has been expressed in the media about the extent and severity of crime, especially violent crime and the consequent fear this fosters. In particular, much attention was focussed in 1996/97 on youth crime, the perceived inadequacies of the *Young Offenders Act*, and the need to get tough with young offenders. However, overall violent crime (excluding robberies) continues to decrease.

The number of **Criminal Code** charges (excluding traffic) against both adults and young offenders has shown a gradual downward trend since 1991, by about eight per cent and 15 per cent respectively, to 83,566 and 29,693 each in 1996 (note: these statistics refer to youths *charged* or *not charged* rather than just crimes reported to the police). With 22,769 youths *not charged* in 1996 (down five per cent over 1995), a range of alternatives to traditional criminal justice measures are now being used. While the total number of young offenders charged for violent crime shows a very slight increase in 1996 over 1995, 85 per cent of all such charges in 1996 were against adults. Of 271 people charged with homicide in 1996, including attempted murder, only 36 were young offenders.



Robbery charges against young offenders, which rose dramatically between 1991 and 1995,



remained the same in 1996 (at 530) while charges against adults rose by 24 per cent, from 807 to 997 between 1995 and 1996. The total charges in all assault categories declined fractionally for adults in 1996, continuing the downward trend since 1994, while assault charges against young offenders have essentially remained at about the same level since 1993. However, the proportion of petty offences (known as "Assault Level I") committed by youths is increasing.

RCMP Contract policing continued to focus attention on victim services by assisting in the establishment of victim and/or community services offices (in many cases using limited funding available to communities through the Mounted Police Foundation), enforcing provincial guidelines for "zero tolerance" in spousal abuse cases, forming partnerships and incorporating protocols with other social agencies dealing with sensitive investigations (e.g., child sexual abuse), and using creative problem solving practises within high-risk communities. These activities were targeted at breaking the cycle of family violence.

In its ongoing efforts to reduce youth crime during 1996/97, the RCMP conducted extensive consultations with governments, local agencies and the communities themselves to determine the root social causes of crime so that joint, cost-effective reduction strategies could be developed. Resulting plans included educational, marketing and communication strategies to promote service delivery to youth. Sentencing options, such as Family Group Conferencing and youth diversion options continued to explore ways to reduce the impact of the formal justice system on youth at risk.

A further example of efforts to address youth crime is the involvement of the RCMP in a number of initiatives such as the RCMP/ Scouts Canada Vocational Venturer Partnership (see box) and the Commissioner's Youth Advisory Committee. The Advisory Committee held its second annual meeting in February, 1996, involving 133 youth from across Canada. They discussed policing and community issues affecting them and developed a number of key recommendations. Youth applauded the efforts made by RCMP members in various school liaison programs and strategies aimed at building relationships with police, but described these programs as "sporadic at best." RCMP Divisions were then asked to find ways to open these lines of communication,

**RCMP/SCOUTS CANADA  
VOCATIONAL VENTURER  
PARTNERSHIP**

*This program is designed to enable the police to help communities become safer by focusing on educating and involving youth in police operations and building mutual understanding. Young people involved in RCMP Venturer programs provide effective examples and role models for other children in the community. Over 30 Communities now have RCMP Venturer Companies, all based upon the voluntary commitment of RCMP employees and other citizens in the communities, and involving hundreds of young male and female teenagers.*



make officers more accessible to youth in informal settings, and examine the feasibility of creating additional Internet web-sites to communicate directly with youth.

ViCLAS (Violent Crime Linkage Analysis System) is an RCMP-developed computer records system that bridges the gap between systems maintained by participating police forces and enables them to share information on violent/serial offenders. This system can capture, collate and compare certain types of crimes, identify appropriate links and assist in identifying similarities and suspect patterns for investigators from coast to coast. As of March, 1997 about 20,000 cases were entered in the ViCLAS system through 41 data input sites across the country. Our challenge, however, is to maintain the integrity of the system by adding additional resources as required. A further indicator of success is the interest raised by ViCLAS among the international police community where it has been adopted in seven countries.

**2.3 Contribution to a reduction in traffic accidents resulting in major injuries or fatalities and to a reduction in property damage;** *indicated by trends in traffic statistics and, where available, by hospital records and insurance claims*

**Accomplishments:** The enforcement of traffic laws, while an apparently routine undertaking, is often the occasion when most ordinary Canadians come into contact with the police. However, this responsibility facilitates the free movement of people, vehicles and goods, as well as improving their chances of reaching their destinations safely. Significantly, the total number of traffic offences has been declining steadily since 1991.

As may be seen in the chart on *traffic enforcement*, the Collision and Traffic category (which includes *Criminal Code* traffic offences) and the *total*, which adds a "persons" category, have declined steadily since 1992. This may be due to a number of factors, such as more effective public education, safe driving programs, and initiatives by the RCMP. Examples of some innovative programs designed to reduce traffic violations in RCMP contract jurisdictions during 1996/97 were:

- Selected Traffic Enforcement Program (STEP), which targeted drinking and driving check stops and seat-belt compliance usage; and

**TRAFFIC ENFORCEMENT YIELDS INCREASED SAFETY :**

*Traffic accident concerns handled by Highway Patrol Units, such as those at Terrace and Williams Lake, British Columbia, included the problem of overweight logging trucks travelling on local highways. Partnerships were formed to monitor maximum weight restrictions; they reduced the total number of overweight logging trucks on roads from 83 per cent down to 20 per cent and also reduced the number of traffic accidents and complaints involving these trucks.*

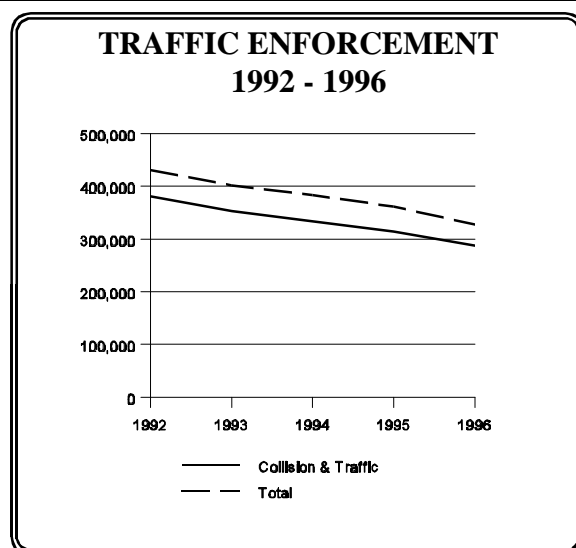


- RCMP “Sea-Doo” patrols along the Windsor, Nova Scotia, waterfront in partnership with a local Bombardier dealer.

In addition, the number of persons killed and injured in traffic accidents dealt with by the RCMP has also decreased rather markedly:

- deaths were down by 145 between 1992 and 1996 when it reached 1091
- injuries down by 9,146 to 39,201 in 1996.

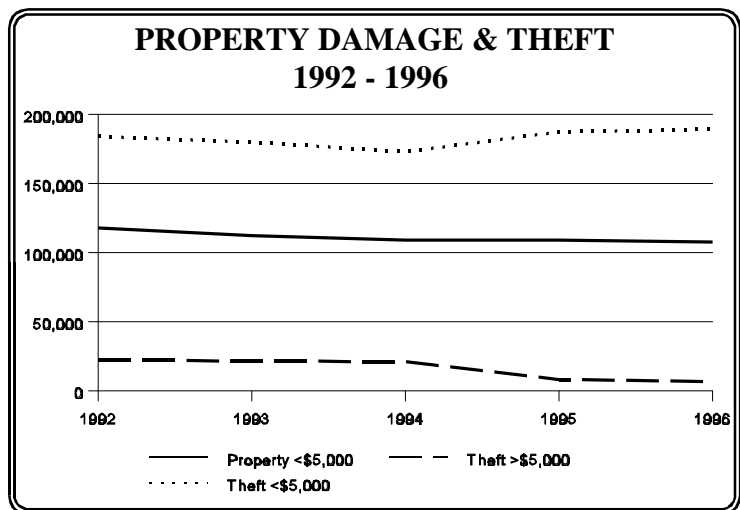
Other contributing factors to these declines include safer automobiles, air bags, and the increased wearing of seat belts. As a result, the decline in traffic collisions has led to a parallel decline in the value of property damage.



While the number of offences for Impaired Operation of a Motor Vehicle rose very slightly in 1996, the number of instances of persons driving while intoxicated with over 80mg of alcohol continued the downward trend that has been evident since before 1992.

#### 2.4 Contribution to a reduction in property damage resulting from theft or vandalism; indicated by trends in crime statistics and, where available, by insurance claim statistics.

**Accomplishments:** The impact of the changes to the *Criminal Code* (“theft under,” “theft over,” “mischief under” and “mischief over” were raised from \$1,000 to \$5,000) is clearly seen in the following statistics. Clearance rates in both areas have increased markedly. e.g., “theft under” (shoplifting, petty theft, etc.) has returned to 1991 levels with the change in dollar value, as expected. Property damage under \$5,000 (at \$1,000 before 1995) - often referred to as vandalism - has shown a downward trend since before 1992.



While it is difficult to clearly identify any single cause of these downward trends, community policing and crime prevention initiatives involving partnerships with the police have undoubtedly had a considerable impact in reducing crime.

**2.5 Provide aboriginal peoples with policing approaches and initiatives that are responsive to the needs of aboriginal communities and are reflective of their culture; indicated by the use by the RCMP and community members of preventive, restorative measures.**

**Accomplishments:** Efforts continued during 1996/97 to develop policing approaches that are responsive to the needs of aboriginal communities and reflective of their culture (e.g., training in suicide intervention, training in Family Group Conferencing, and alternative dispute resolution mechanisms). Examples of these efforts include the following:

- The transformation of the Community Constable Program in the NWT into a community- backed program for the training of local bylaw enforcement officers, who then work in conjunction with RCMP officers and assist in providing insights into cultural and language differences in the communities.
- Aboriginal Justice initiatives in the NWT, including community supervision and community justice forums have resulted in over 300 cases of “pre-charge diversion” across the NWT this past year (i.e., criminal cases dealt with “outside” the formal court process).

**REPRESENTATION OF ABORIGINAL PEOPLE IN POLICING ENCOURAGED:**  
*Since 1995, more than 100 aboriginal youths have participated in the Aboriginal Cadet Development Program, in partnership with Human Resources Development Canada. The program helps cadets from remote and northern areas to prepare for RCMP cadet training and for life outside their community and helps to improve policing services to aboriginal communities. 24 of these cadets were hired by the RCMP in 1996/97.*

- Alternate Youth Justice programs continued to be successful in British Columbia, which now has similar programs underway in 45 detachment areas. The three longest running programs, in Sparwood, Fort St. John and Golden, have all experienced success in decreasing youth crime in the areas of vandalism, shoplifting and thefts from automobiles.

The RCMP Suicide Intervention Program entered its third year of activity and has been flooded with requests for assistance. Eleven workshops were held in 1996/97 across Canada. This program received the C.M. Hincks award by the Canadian Mental Health Association for outstanding achievement in the field of community health.



In partnership with the Department of Justice, the RCMP has embarked on a five- year initiative to facilitate restorative justice in aboriginal communities. One of the strategies being adopted is Family Group Conferencing which uses a process called “re-integrative shaming” to deal with youth outside the criminal justice system. 117 conference facilitator/trainers have received training in this program, including RCMP officers and interested community members.

**MADE IN SASKATCHEWAN**  
*After receiving training in Family Group Conferencing by trainers from Transformative Justice Australia, Saskatchewan facilitators, including RCMP officers and members of the Touchwood-File Hills Tribal Council, adapted their training package to incorporate a more localized perspective. Following a pilot training project with the Meadow Lake Tribal Council, this training will be provided to interested First Nation communities.*

**2.6 Public complaints against RCMP members:** indicated by the ratio of “founded” (i.e., supported) complaints to the number of regular RCMP members.

**Accomplishments:** During 1996 there were 2,384 complaints made by the public about incidents involving RCMP members, which is down from 2,592 for 1995. These complaints produced 3,869 specific allegations (i.e., for some incidents there were multiple allegations). However, these complaints should be seen in the context of over one million charges being laid under federal statutes, the *Criminal Code*, provincial statutes, territorial ordinances, and municipal bylaws, as well as another 350,000 traffic related incidents - all of which is but a small proportion of the number of formal and informal contacts made between RCMP officers and the public they serve.

Of the total number of specific allegations, 15.8 per cent (610) were withdrawn and, of the remainder, 31.2 per cent (1,016) were disposed of informally while 68.8 per cent (2,243) were disposed of by a formal process, either by the RCMP Internal Affairs unit in each of the Divisions or, for those allegations falling under Part VII of the *Royal Canadian Mounted Police Act*, by the RCMP Public Complaints Commission (PCC). Of the 2,243 allegations disposed of formally, some 610 went to the PCC. However, statistics were not readily available on the number in each category which were supported, whether by the formal or informal disposition processes. An automated Public Complaints Reporting System is being implemented and these statistics are expected to be available for the next *Performance Report*.





**2.7 Increased satisfaction by clients and partners about RCMP services; indicated by satisfaction expressed by clients, victims, communities, and contract jurisdictions.**

**Accomplishments:** During 1996/97, it was recognized that there is a need to develop more systematic ways of obtaining formal responses and informal input from contract provinces and territories so that mutually beneficial performance and accountability reports may be prepared. These reports should include common performance indicators for the results expected from policing services including quality of service, common standards for reporting on federal and provincial/territorial priorities and related expected results, and 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.

A comprehensive survey of the users of RCMP services, including victims, was conducted in 1996/97 in New Brunswick. As well, a community survey of satisfaction with RCMP services was conducted in Burnaby, British Columbia, as a baseline against which subsequent surveys may assess changes in client satisfaction; the survey found there was already overwhelming satisfaction with RCMP services. Community policing demonstration projects were also underway during 1996/97 in a number of locations: Burnaby, British Columbia; Dauphin, Manitoba; Cole Harbour, Nova Scotia; and in some federal policing sites, with reviews and reports of their impact expected in due course. However, because of the costs associated with conducting these surveys and demonstration projects, the challenge will be to ensure that similar studies will be undertaken in other RCMP locations.

**2.8 Contribution to a reduction in fear of victimization; indicated by trends in results of surveys of Canadians.**

**Accomplishments:** Opinion polls place the public's concern with crime as a social problem among the top ten issues to be dealt with by governments, but lower than many other problems. Moreover, Statistics Canada's *General Social Survey* conducted in 1988 and again in 1993 (another may take place in 1999) shows that Canadians' fear of being victimized while walking alone at night in their neighbourhoods remains constantly high (at 27 per cent), despite declining crime rates in recent years. However, the survey also found that 24 per cent of Canadians were victims of at least one crime in each of these years.

While it is generally viewed that public fears are aggravated by local and international media sensationalism (e.g., about gang violence or serial murderers), the RCMP continued its efforts during 1996/97 to implement community policing as a means of ensuring more accurate public



knowledge about the actual or statistical risk of being victimized under various circumstances. As for the RCMP response to victims of crime, a survey in New Brunswick indicated that, overall, 81 per cent were satisfied or very satisfied with the way the RCMP handled the incident as a whole. Nonetheless, a challenge for the RCMP is finding innovative ways to support future national, provincial and local surveys on victimization and fear of being victimized to provide ongoing measures of performance.

### 3. National Police Services:

- **RCMP Objective:** *Safe home and safe communities.*
- **Strategic priority of National Police Services:** *To provide Canadians with law enforcement investigative tools and information.*

The RCMP's National Police Services are the "glue" which helps to provide an integrated system among the Canadian police community across a geographically immense and diverse country. These essential services are vital to the operation of Canada's law enforcement agencies, whether they are large provincial or municipal police services or small, local ones.

**3.1 Nation-wide coverage for the RCMP's enhanced DNA analysis reporting service;** *indicated by the full implementation of the DNA analysis service in all six Forensic Laboratory Services facilities.*

**Accomplishments:** RCMP capacity for DNA testing continued to evolve during 1996/97. DNA Laboratories completed 19 per cent more cases this past year, while managing to maintain an average turnaround time of four to six months for results. This increase was partly due to Bill C-104 which provides for warrants to gather DNA evidence, which would then be stored in a national DNA data bank. While the challenge before us is to improve our testing capacities and service time frames, we have initiated the process by funding 15 additional DNA specialists and eight analysts as well as a second DNA analysis at Regina. However, a lag period exists as a result of hiring and training requirements, instrumentation installation and both analyst and facility validations. It is anticipated that the new DNA technologists will be up and running by December, 1997 and positive results will then be forthcoming.

During 1996/97, substantial progress was made in developing a "quality" manual for the Forensic Laboratory Services. This manual is necessary to meet the Standards Council of Canada's "Laboratory Accreditation Program for Forensic Testing," which is itself in the final stages of development. The benefits of accreditation to the International Standards Organization





(ISO Standards), expected to be achieved during 1997/98, should also result in the further consolidation of the Forensic Laboratory Services' credibility and lend greater integrity to its analysis of evidence.

**3.2 Enhanced client access to the RCMP's criminal history, fingerprint and firearms records;** indicated by increased satisfaction by users of these Canadian Police Information Centre databases (CPIC).

**Accomplishments:** Criminal History Information associated with 2.8 million individuals is maintained to assist the Canadian justice system and related government departments in meeting their mandates. On average, in excess of 17 million queries are conducted annually for criminal history information and over 600,000 criminal record updates are completed, with concerns for the timeliness and accuracy of the information being paramount.

In 1996, approximately 285,000 fingerprint searches were conducted in the National Fingerprint Repository in response to both criminal and civil inquiries. In addition, approximately 15,000 crime scene fingerprint cases were processed against the national database. This resulted in 1,451 criminals being identified by the central operation in Ottawa and another 1,139 criminals identified through 12 Automated Fingerprint Identification System (AFIS) sites across Canada. This valuable NPS service has been applauded by Canadian police investigators.

***FINGERPRINT LEADS TO CONFESSION OF 18 MURDERS:***

*In one murder case, a fingerprint found on an abandoned vehicle was electronically forwarded to the national fingerprint repository for search and was identified within two hours. As a result of this identification, the suspect confessed to 18 murders and was found guilty of 5 charges of second degree murder and 13 charges of conspiracy to commit murder. The fingerprint also played a key role involving several other gang members being prosecuted for similar charges.*

In addition to the example described in the box, a major fraud case involved the illegal interception of credit cards destined for their owners by organized crime. The investigation resulted in 317 fingerprint impressions to be compared to 27 suspects which would generate 85,590 fingerprint searches. To perform this task manually would take months, but by using AFIS technology, a separate data base was created and the search time was reduced to days. All 27 organized crime suspects were associated with this major fraud.



**3.3 Maintained or enhanced radio and communication access across the RCMP;** *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.

**Accomplishments:** In 1996/97, a number of technology enhancements were implemented which are expected to significantly improve communications reliability and coverage. These improvements include bringing the RCMP's Operational Communication Centres' automation technology to five Communication Districts and 215 mobile workstations. As well, 100 mobile units were put into service in northern Canada and 29 satellite sites were installed in certain northern locations. During this same year, a voice privacy corridor was completed between Nova Scotia and Quebec.

**3.4 Improved client access and sharing with partners of information and records;** *indicated by* increased satisfaction by clients and partners with the technology infrastructure supporting information and records systems.

**Accomplishments:** In 1996/97, RCMP clients expressed extreme satisfaction with the newly available technologies. These included the continued implementation of ROSS (the RCMP Office support System), the continued development of the Mobile Work-Station as an investigative tool, the implementation of the Automated Criminal Intelligence Information System (ACIIS), and the nation-wide "roll-out" of the new National Police Services Network (NPSN) infrastructure which saw 200 NPSN sites activated during the year.

**MOBILE WORK-STATIONS:**

*The development of the Mobile Work-Station and its pilot projects have demonstrated that police officers using this technology are passing benefits onto their communities. Officers found they were able to spend 33 per cent more time in their communities, rather than doing paper work or administration.*

**3.5 Effective and timely sharing of high quality criminal intelligence on organized crime;** *indicated by* increased satisfaction of key partners with the sharing of quality criminal intelligence facilitated by Criminal Intelligence Services Canada (CISC).



**Accomplishments:** In 1996/97, CISC spearheaded the National Strategy on Outlaw Motorcycle Gangs, facilitated the passage the next year (May, 1997) of Bill C-95 (Anti-Gang legislation) which will be reported in the 1997/98 performance report, coordinated the police response in controlling the recent Hell's Angels Motorcycle Gang Canada Run, arranged for the installation of ACIIS terminals in each province, and was instrumental in the ongoing development of a National Strategy for Sexually Exploited and Abused Children.

**3.6 Enhanced advanced training, research and library information services; indicated by increased use and satisfaction by clients with training, research and library information services provided by the Canadian Police College (CPC).**

**Accomplishments:** In 1996/97, the Canadian Police College (CPC), in partnership with four police agencies, created the Leadership Forum and Conference in Toronto which was attended by 500 participants. The "Mezzanine", a news forum that speaks to leadership issues, is published by the CPC in print (sent to 200 law enforcement personnel) and electronic media. The CPC Internet home page was established in September,

1996 and receives nearly 3,000 hits per month. In response to a need identified by police executives in Quebec, the CPC developed a "Contemporary Trend Analysis for Management" course. Some 22 Quebec police executives took this course in 1996 and, because of this success, it will be offered to police officers outside Quebec in 1997/98. The "Major Case Management" course, which was favourably cited in the Macdonald Report on the Bernardo Inquiry, was developed for senior investigators and was well received by the police community, with 128 senior investigators being trained during 1996.

**CPC LEADS IN LEADERSHIP:**  
*The Leadership Forum and Conference which was held in Toronto and attended by 500 law enforcement personnel, has resulted in subsequent conferences being scheduled for Cape Breton in 1997, and Vancouver in 1998.*

A total of 2,668 police officers received advanced training at the CPC during 1996, representing a slight increase over the previous year when 2,496 officers took CPC courses. In 1996/97, the college provided "Intelligence Analysis" and "Instructional Techniques" training to the Czech Republic while police officers from Mexico received training in "Accident Reconstruction." A total of 200 people from other countries were trained by the college.

**3.7 Contribution to the development of an integrated justice system; indicated by progress in the development of information gathering systems that incorporate the needs of police agencies, the court system and correctional services agencies.**



**Accomplishments:** One of the objectives of an integrated justice system is to ensure that a seamless web of timely, complete and accurate information is available to decision-makers throughout the criminal justice system. This system would provide one-stop search capability of criminal justice records by police, courts and corrections partners. In 1996/97, the RCMP participated in establishing the Integrated Justice Information Steering Committee and the Integrated Justice Information Working Committee. Presentations and developments of various projects within the RCMP's National Police Services network are ongoing, with specific attention being drawn to the CPIC 2001 project and the IPIRS project. Both of these projects are the result of long term commitments to finding solutions to the challenge of developing an integrated justice information system.

#### 4. Peacekeeping Services:

- **RCMP Objective:** *Safe home and safe communities.*
- **Strategic priority of peacekeeping services:** *To provide Canadians with Canadian civilian police for peacekeeping missions.*

The decision to deploy Canadian civilian police peacekeepers to assist countries experiencing internal conflict is made by Cabinet, pursuant to the Government's foreign policy, and is routinely under a United Nations (UN) mandate. The results expectations of RCMP participation in civilian police peacekeeping missions are limited by external factors over which the RCMP has no control, including 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 - such as lasting peace - may not be achievable as an outcome of a peacekeeping mission.

##### **4.1 Maintenance of the current commitment for Canadian police personnel in the UN Support Mission in Haiti;** *indicated by the deployment of up to 100 Canadian police officers in the mission for the length of Canada's commitment to the UN mandate.*

**Accomplishments:** 100 Canadian police officers were involved in the Haiti mission during 1996/97 as part of the Canadian Government's commitment to the United Nations. The mission continued to assist with professionalizing the Haitian National Police and served in this "peacekeeping theatre" without incident.



**4.2 Preparation and delivery of Canadian police personnel in readiness for peacekeeping missions in a timely and cost-effective manner;** *indicated by the timely and cost-effective selection, training, deployment, and supplying of Canadian police on peacekeeping missions, without being a burden on domestic policing requirements.*

**Accomplishments:** The RCMP successfully scheduled repatriation dates of contingent personnel and selected, trained and deployed all Canadian police personnel in a timely fashion, consistent with the rotational demands. All costs for the Haiti mission were within budget, which was Cd\$1 million per month through the Canadian International Development Agency (CIDA).

In 1997/98, the RCMP will be working on a “per officer” basis and developing a capacity to identify costs per officer rotation. A formal training program that is consistent with contemporary adult education philosophies began development during 1996/97. This program includes negotiation, mediation and conflict resolution skills, and the RCMP’s problem solving training model. Skills acquired were increasingly available for domestic conflict resolution purposes.

**4.3 Accountability to the UN Civilian Police Commissioner for UN peacekeeping missions and successful discharging of all duties and responsibilities requested;** *indicated by satisfaction with Canadian police personnel expressed by the UN Civilian Police Commissioner for the peacekeeping mission.*

**Accomplishments:** A formal letter has been received from the UN Civilian Police Commissioner for UN peacekeeping missions which outlines the satisfaction with RCMP management of the Haitian mission and the peacekeeping services provided by the RCMP.

**4.4 Enhancement of the RCMP’s international reputation;** *indicated by continued participation in peacekeeping missions*

**Accomplishments:** The successful completion of RCMP participation in the UN mission during 1996/97 led to the signing, in December, 1996, of an administrative agreement for an ongoing pool of 50 Canadian civilian police officers for peacekeeping.



## C. Key Reviews

Key Reviews
Results of Program Evaluation and Internal Audits
<p><b>Customs and Excise Anti-Smuggling Initiative:</b> The review examined the effectiveness of the Custom and Excise program's anti-smuggling initiative (ASI), as well as the effective allocation and use of resources within the program. The study found that the most significant contribution of the RCMP enforcement component of ASI was the dismantling of organized smuggling operations through substantive offences, followed by the restraining and seizure of illicit and unreported wealth accumulated from the proceeds of criminal activities. The review identified the need to adjust the Management Information System (MIS) to better reflect productivity data, and that consultation and joint planning with clients and community partners could be improved.</p>
<p><b>RCMP Participation in United Nations Missions:</b> The review assessed the impact of UN Peacekeeping Missions on the RCMP's domestic responsibilities and financial resources. Overall, the review found the UN peacekeeping program to be a success, but identified opportunities for improvement in program administration in terms of internal communication, as well as pre-mission selection and preparation, post-mission monitoring, and financial accounting processes.</p>
<p><b>Government Security Policies:</b> This review examined the implementation and the application of the Government Security Policy within the RCMP as well as the extent to which the RCMP, as a lead agency responsible for certain aspects of security within the federal government, contributes to and meets the expectations of its internal and external clients. The study resulted in organizational improvements to increase the effectiveness of the implementation of the policies internally within the RCMP. Most departments reported that the RCMP should continue to be involved in security as a lead agency in providing security consultation services to other federal departments and agencies. The study also made recommendations to enhance the services to better meet client needs and expectations.</p>
<p><b>Canada's Drug Strategy:</b> This review examined the performance of the RCMP's components under this strategy. Overall, the components were determined to be functioning well. The review identified numerous benefits which have been derived from the initiatives under the strategy. The review identified room for improvement in the implementation of some of the RCMP's components and provided recommendations to improve the delivery of several of the initiatives.</p>



**National Strategy on Community Safety and Crime Prevention:** This mid-term review examined the progress made to date in the implementation of the RCMP initiatives under this strategy. Overall, the initiatives were determined to be well managed, with significant progress being achieved. Community partnerships in identifying and solving social problems related to the objectives of the strategy were demonstrated. Demand for participation from communities in the various initiatives sponsored through the strategy were found to be strong. The review resulted in opportunities for more effective use of resources through improved integration of strategy initiatives.

#### Other Reviews

Canada's Drug Strategy (lead: Health Canada) ➤ *RCMP Review completed in 1996/97.*

Child Development Initiative (lead: Health Canada)

Cost Analysis of Royal Canadian Mounted Police (RCMP) Contract Policing (lead: Solicitor General of Canada) . ➤ *Review completed in 1996/97.*

Health Care Coordination Initiative (HCCI) (lead: Veteran's Affairs Canada)

Integrated Proceeds of Crime (IPOC) Initiative (lead: Solicitor General of Canada)

National Action Plan to Combat Smuggling (lead: Revenue Canada Customs). ➤ *RCMP Review completed in 1996/97.*

National Search and Rescue (SAR) Program (lead: National Search and Rescue Secretariat)

National Strategy on Community Safety and Crime Prevention (lead: Justice Canada). ➤ *RCMP Review completed in 1996/97*

Review of Royal Canadian Mounted Police Act (lead: Solicitor General of Canada). ➤ *Review ongoing*

Security (lead: every department/agency). ➤ *RCMP Review completed in 1996/97*

Vision Care Pilot Project (lead: Treasury Board)





## SECTION IV: SUPPLEMENTARY INFORMATION

### A. Statutory and Departmental Reports

- ☐ *Performance Report to Parliament, for the period ending March 31, 1996: Improved Reporting to Parliament - Pilot Document.* Ottawa: Minister of Supply and Services Canada, 1997. (Available: on the Treasury Board Secretariat Internet home page, see below; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).
- ☐ *1997/98 Estimates: A Report on Plans and Priorities for 1997/1998 - 1999/2000, Pilot Document.* Ottawa: Minister of Supply and Services Canada, 1997. (Available: on the Treasury Board Secretariat Internet home page, see below; through Associated Bookstores and other booksellers; or by mail from: Canada Communications Group - Publishing, Ottawa, Canada K1A 0S9).
- ☐ RCMP Internet home page:  
<http://www.rcmp-grc.gc.ca>
- ☐ RCMP Community Policing Internet home page:  
<http://www.rcmp-ccaps.com>
- ☐ Treasury Board Secretariat home page, for RCMP audit reviews:  
<http://www.tbs-sct.gc.ca>
- ☐ Ministry of the Solicitor General of Canada Internet home page:  
<http://www.sgc.gc.ca>

### B. Contact for Further Information

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## C. Financial Summary Tables

**Disclosure Notes:** Two major points should be noted which are applicable to *all* the financial tables in this Performance Report:

1. Due to a major internal reorganization, formal amendments to the RCMP's financial information systems to produce information on a business line basis will not be in effect until fiscal year 1997/98. For the purposes of this Report and to be consistent with the presentation in last year's Fall Performance Report, financial information for 1996/97 has been restated from an activity structure to a business lines structure (see Figure 13 for the crosswalk) based on a special year-end functional review of each major organizational entity of the RCMP. For future years comparisons, it should therefore be recognized that financial information by business line may vary.
2. A number of cost elements, such as training and health services, which have been shown as part of Internal Services, are being reallocated to other business lines to more accurately reflect the true cost of RCMP operations.

**Figure 6: Authorities for 1996-97 - Part II of the Estimates;  
Financial Requirements by Authority (\$ millions)**

<b>Vote</b>	<b>1996-97 Total Planned</b>	<b>1996-97 Total Authorities (1)</b>	<b>1996-97 Actual</b>
<b>Royal Canadian Mounted Police</b>			
35 Operating expenditures	<b>839.3</b>	<b>908.6</b>	<b>906.8</b>
40 Capital expenditures	<b>129.0</b>	<b>124.6</b>	<b>124.4</b>
(S) Pensions and other employee benefits - Members of the Force	<b>217.5</b>	<b>204.8</b>	<b>204.8</b>
(S) Spending of proceeds from disposal of surplus Crown assets	<b>0.0</b>	<b>8.3</b>	<b>6.4</b>
(S) Contribution to employee benefit plans	<b>15.2</b>	<b>15.8</b>	<b>15.8</b>
<b>Total Department</b>	<b>1,201.0</b>	<b>1,262.2</b>	<b>1,258.2</b>

(1) Main estimates plus other authorities **Note:** Due to rounding, columns may not add to totals shown



**Figure 7: Details of Revenues by Business Line (\$ millions)**

	<b>Actuals 1993-94</b>	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>Total Planned 1996-97</b>	<b>Actuals 1996-97</b>
<b>Federal Police Services</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Contract Police Services</b>					
Community, Contract & Aboriginal Policing Services	<b>705.8</b>	<b>719.9</b>	<b>730.0</b>	<b>721.2</b>	<b>738.3</b>
<b>National Police Services</b>					
Informatics	<b>6.2</b>	<b>3.8</b>	<b>2.5</b>	<b>3.5</b>	<b>2.8</b>
<b>Internal Services</b>					
Training	<b>0.6</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Peacekeeping Services</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Credited to the Vote</b>	<b>712.6</b>	<b>723.8</b>	<b>732.5</b>	<b>724.7</b>	<b>741.0</b>
<b>Credited to the Consolidated Revenue Fund</b>	<b>18.6</b>	<b>18.2</b>	<b>18.9</b>	<b>18.0</b>	<b>20.2</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>731.2</b>	<b>742.0</b>	<b>751.4</b>	<b>742.7</b>	<b>761.2</b>

**Note:** Due to rounding, columns may not add to Totals shown



**Figure 8: Capital Expenditures by Business Line (\$ millions)**

	Actuals 1993-94	Actuals 1994-95	Actuals 1995-96	Total Planned 1996-97	Actuals 1996-97
<b>A. Federal Police Services</b>	<b>22.3</b>	<b>32.1</b>	<b>26.6</b>	<b>26.2</b>	<b>26.4</b>
<b>B. Contract Police Services</b>	<b>57.9</b>	<b>52.8</b>	<b>62.8</b>	<b>59.1</b>	<b>71.7</b>
<b>C. National Police Services</b>	<b>45.4</b>	<b>50.8</b>	<b>44.0</b>	<b>38.8</b>	<b>18.5</b>
<b>D. Internal Services</b>	<b>29.7</b>	<b>38.1</b>	<b>47.5</b>	<b>4.9</b>	<b>7.8</b>
<b>E. Peacekeeping Services</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Capital Projects</b>	<b>155.3</b>	<b>173.9</b>	<b>180.9</b>	<b>129.0</b>	<b>124.4</b>

**Notes:** Due to rounding, columns may not add up to the Totals shown;  
 Minor Capital for 1996-97 was moved from Capital to Operating Budget.



**Figure 9: Transfer Payments (\$ millions)**

	Actuals 1993-94	Actuals 1994-95	Actuals 1995-96	Total Planned 1996-97	Actuals 1996-97
<b>Grants</b>					
RCMP Veterans Association	0.0	0.0	0.0	0.0	0.0
International Association of Chiefs of Police	0.0	0.0	0.0	0.0	0.0
Survivors of members killed on duty	0.6	0.6	0.6	1.0	0.7
<b>Statutory</b>					
Pensions and Other Employee Benefits					
Pensions under the RCMP Pension Continuation Act	29.9	29.3	28.5	31.0	26.5
To compensate members of the RCMP for injuries received in the performance of duty	7.2	7.7	9.2	8.0	10.6
Pensions to families of members of the RCMP who have lost their lives while on duty	0.0	0.0	0.0	0.1	0.1
<b>Total Grants</b>	<b>37.7</b>	<b>37.6</b>	<b>38.5</b>	<b>40.1</b>	<b>37.8</b>
<b>Contributions</b>					
Contribution to Non-RCMP candidates attending Canadian Police College courses	0.3	0.3	0.3	0.4	0.3
<b>Total Contributions</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>	<b>0.3</b>
<b>Total Transfer Payments</b>	<b>38.1</b>	<b>38.0</b>	<b>38.8</b>	<b>40.5</b>	<b>38.1</b>

**Note:** Due to rounding, columns may not add to Totals shown



**Figure 10: Loans, Investments and Advances (\$ millions)**

<b>Business Lines</b>	<b>Actual 1993-94</b>	<b>Actual 1994-95</b>	<b>Actual 1995-96</b>	<b>Total Planned 1996-97</b>	<b>Actual 1996-97</b>
<b><u>Loans</u></b>					
<b>Federal Police Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.0</b>	<b>3.0</b>
<b>Contract Police Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5.3</b>	<b>5.3</b>
<b>National Police Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.7</b>	<b>0.7</b>
<b>Internal Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.0</b>	<b>1.0</b>
<b>Peacekeeping Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Total Loans</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10.0</b>	<b>10.0</b>



**Figure 11: Details of Personnel (FTE) Requirements by Business Line****SUBJECT TO THE PUBLIC SERVICE EMPLOYMENT ACT:**

<b>Business Lines</b>	<b>Actual 1993-94</b>	<b>Actual 1994-95</b>	<b>Actuals 1995-96</b>	<b>Estimates 1996-97</b>	<b>Actual 1996-97</b>
Federal Police Services	354	480	485	536	525
Contract Police Services	946	883	871	1,008	981
National Police Services	756	725	707	694	673
Internal Services	1,276	1,273	1,255	1,116	1,145
Peacekeeping Services	0	2	0	0	0
<b>TOTAL</b>	<b>3,332</b>	<b>3,363</b>	<b>3,318</b>	<b>3,354</b>	<b>3,324</b>

**SUBJECT TO THE RCMP ACT**

<b>Business Lines</b>	<b>Actual 1993-94</b>	<b>Actual 1994-95</b>	<b>Actuals 1995-96</b>	<b>Estimates 1996-97</b>	<b>Actual 1996-97</b>
Federal Police Services	5,361	5,340	5,331	5,401	5,228
Contract Police Services	8,531	8,396	8,210	9,013	9,875
National Police Services	2,268	2,275	2,200	2,217	1,242
Internal Services	1,829	1,468	1,593	690	931
Peacekeeping Services	40	32	89	0	46
<b>TOTAL</b>	<b>18,029</b>	<b>17,511</b>	<b>17,423</b>	<b>17,321</b>	<b>17,322</b>

\*Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment.



**Figure 12: Details of Financial Requirements by Object (\$ millions)**

	<b>Actuals 1993-94</b>	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>Estimates 1996-97</b>	<b>Actuals 1996-97</b>
<b>Personnel</b>					
Salaries and Wages	1,180.9	1,198.3	1,161.8	1,132.7	1,162.6
Contributions to employee benefit plans	139.2	139.5	134.1	150.6	136.3
Other personnel costs	45.9	48.2	42.6	43.0	47.2
	<b>1,366.0</b>	<b>1,386.0</b>	<b>1,338.5</b>	<b>1,326.3</b>	<b>1,346.1</b>
<b>Goods and Services</b>					
Transportation and communications	112.1	109.7	120.2	111.5	133.0
Information	0.7	0.5	0.7	0.8	0.7
Professional and special services	91.3	99.4	119.7	102.3	123.1
Rentals	36.3	36.4	37.7	38.5	37.4
Purchased repair and upkeep	42.1	38.2	40.1	43.2	38.8
Utilities, materials and supplies	71.6	75.6	93.0	80.6	86.5
Minor Capital	0.0	0.0	0.0	19.9	36.4
Other subsidies and payments	40.6	46.5	34.1	33.0	35.0
	<b>394.7</b>	<b>406.3</b>	<b>445.5</b>	<b>429.9</b>	<b>490.8</b>
<b>Total Operating</b>	<b>1,70.7</b>	<b>1,792.3</b>	<b>1,784.0</b>	<b>1,756.2</b>	<b>1,836.8</b>
<b>Capital</b>					
* Minor Capital	33.3	45.6	44.8	0.0	0.0
Controlled Capital	122.1	128.3	136.1	129.0	124.4
	<b>155.4</b>	<b>173.9</b>	<b>180.9</b>	<b>129.0</b>	<b>124.4</b>
<b>Transfer payments</b>	<b>38.1</b>	<b>38.0</b>	<b>38.8</b>	<b>40.5</b>	<b>38.1</b>
<b>Total expenditures</b>	<b>1,954.2</b>	<b>2,004.2</b>	<b>2,003.7</b>	<b>1,925.8</b>	<b>1,999.3</b>
<b>Less: Receipts and revenues credited to the vote</b>	<b>712.6</b>	<b>723.8</b>	<b>732.6</b>	<b>724.7</b>	<b>741.0</b>
<b>Total Program Expenditures</b>	<b>1,241.6</b>	<b>1,280.4</b>	<b>1,271.1</b>	<b>1,201.0</b>	<b>1,258.2</b>

**Notes:**

\* Minor Capital moved to Goods and Services in 1996-97

Due to rounding, columns may not add up to the Totals shown



**Figure 13: Crosswalk from old financial reporting structure to business line reporting**

OLD STRUCTURE	NEW STRUCTURE								
	FEDERAL POLICING SERVICES	CONTRACT POLICING SERVICES	NATIONAL POLICE SERVICES	INTERNAL SERVICES	PEACE-KEEPING SERVICES	GROSS EXPENDITURES	RECEIPT CREDITED TO VOTE	NET EXPENDITURES	FTE'S
OPERATIONS	364,588	826,298	0	0	0	1,190,886	738,282	452,604	13,554
PROTECTIVE	136,326	150	0	0	0	136,476	0	136,476	1,352
LAW ENFORCEMENT SERVICES	27,540	80,291	173,131	0	0	280,962	2,753	278,209	2,907
CORPORATE MANAGEMENT	4,239	7,492	989	58,305	0	71,025	0	71,025	580
ADMINISTRATION	52,012	91,888	12,136	162,931	951	319,918	0	319,918	2,253
GROSS EXPENDITURES	584,705	1,006,119	186,256	221,236	951	1,999,267			
RECEIPTS CREDITED TO VOTE	0	738,282	2,573	0	0		741,035		
NET EXPENDITURES	584,705	267,837	183,503	221,236	951			1,258,232	
FTE'S	5,753	10,586	1,915	2,076	46				20,646





## D. Major Federal Statutes and Agreements Administered by the RCMP

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

**Major Federal Statutes Enforced by the RCMP:** There are no federal statutes for which the RCMP has sole *enforcement* responsibility. In the absence of the designation of specific powers to enforce any federal statute, the *RCMP Act and Regulations* provides the authority for RCMP members to enforce any Act of Parliament. The following are the major Federal Statutes enforced by the RCMP (RSC: Revised Statutes of Canada; SC: Statutes of Canada):

<i>Aeronautics Act</i>	<i>RSC., 1985. c.A-3, as amended</i>
<i>Animal Pedigree Act</i>	<i>SC., c.A-11.2</i>
<i>Bankruptcy and Insolvency Act</i>	<i>RSC., 1985. c.B-3, as amended</i>
<i>Canada Elections Act</i>	<i>RSC., 1985. c.E-2, as amended</i>
<i>Canada Grain Act</i>	<i>RSC., 1985. c.G-10, as amended</i>
<i>Canada Pension Plan Act</i>	<i>RSC., 1985. c.5, as amended</i>
<i>Canada Shipping Act (Collision Regulations)</i>	<i>RSC., 1985. c.S-9, as amended</i>
<i>Canada Student Loans Act</i>	<i>RSC., 1985. c.S-23, as amended</i>
<i>Canada Transportation Act</i>	<i>RSC., 1985. c.T-17, as amended</i>
<i>Canada Wheat Board Act</i>	<i>RSC., 1985. c.C-24, as amended</i>
<i>Canada Wildlife Act</i>	<i>RSC., 1985. c. W-9, as amended</i>
<i>Canadian Environmental Protection Act</i>	<i>RSC., 1985. c.C-15.3, as amended</i>
<i>Canadian Human Rights Act (Sec. 59)</i>	<i>RSC., 1985. c.H-6, as amended</i>
<i>Canadian Security Intelligence Service Act</i>	<i>RSC., 1985. c.C-23, as amended</i>
<i>Citizenship Act</i>	<i>RSC., 1985. c.C-29, as amended</i>
<i>Coastal Fisheries Protection Act</i>	<i>RSC., 1985. c. C-33, as amended</i>
<i>Competition Act</i>	<i>RSC., 1985. c. C-34, as amended</i>
<i>Controlled Drugs and Substances Act</i>	<i>SC., 1996. C-8</i>
<i>Copyright Act</i>	<i>RSC., 1985. c.C-42, as amended</i>
<i>Criminal Code</i>	<i>RSC., 1985. c.C-46, as amended</i>
<i>Criminal Records Act</i>	<i>RSC., 1985. c.C-47, as amended</i>
<i>Cultural Property Export &amp; Import Act</i>	<i>RSC., 1985. c.C-51, as amended</i>
<i>Customs Act</i>	<i>RSC., 1985. c.C-52.6, as amended</i>
<i>Excise Act</i>	<i>RSC., 1985. c.E-14, as amended</i>
<i>Excise Tax Act</i>	<i>RSC., 1985. c.E-15, as amended</i>
<i>Explosives Act</i>	<i>RSC., 1985. c.E-17, as amended</i>
<i>Export &amp; Import Permits Act</i>	<i>RSC., 1985. c.E-19, as amended</i>
<i>Farm Improvement Loans Act</i>	<i>RSC., 1985. c.F-3, as amended</i>
<i>Fisheries Act</i>	<i>RSC., 1985. c.F-14, as amended</i>
<i>Foreign Enlistment Act</i>	<i>RSC., 1985. c.F-28, as amended</i>
<i>Game Export Act</i>	<i>RSC., 1985. c.G-1</i>
<i>Government Property Traffic Act</i>	<i>RSC., 1985. c.G-6, as amended</i>
<i>Health of Animals Act</i>	<i>SC., 1990. c.H-3.3, as amended</i>
<i>Identification of Criminals Act</i>	<i>RSC., 1985. c.I-1, as amended</i>
<i>Immigration Act</i>	<i>RSC., 1985. c.I-2, as amended</i>
<i>Income Tax Act</i>	<i>RSC., 1985. c.C-72, as amended</i>



<i>Migratory Birds Convention Act</i>	<i>RSC., 1985. c.M-7, as amended</i>
<i>National Energy Board Act</i>	<i>RSC., 1985. c.N-7, as amended</i>
<i>National Parks Act</i>	<i>RSC., 1985. c.N-14, as amended</i>
<i>National Trademarks and True Labelling Act</i>	<i>RSC., 1985. c.N-18, as amended</i>
<i>National Transportation Act</i>	<i>RSC., 1985. c.N-20, as amended</i>
<i>Official Secrets Act</i>	<i>RSC., 1985. c.O-5, as amended</i>
<i>Old Age Security Act</i>	<i>RSC., 1985. c.O-9, as amended</i>
<i>Pension Act</i>	<i>RSC., 1985. c.P-6, as amended</i>
<i>Quarantine Act</i>	<i>RSC., 1985. c.Q-1, as amended</i>
<i>Radiocommunication Act</i>	<i>RSC., 1985. c.R-2, as amended</i>
<i>Railways Act</i>	<i>RSC., 1985. c.R-3, as amended</i>
<i>Security Offences Act</i>	<i>RSC., 1985. c.S-7, as amended</i>
<i>Small Business Loan Act</i>	<i>RSC., 1985. c.S-11, as amended</i>
<i>Tax Rebate Discounting Act</i>	<i>RSC., 1985. c.T-3, as amended</i>
<i>Trade Marks Act</i>	<i>RSC., 1985. c.T-13, as amended</i>
<i>Transportation of Dangerous Goods Act</i>	<i>RSC., 1985. c.T-19, as amended</i>
<i>Unemployment Insurance Act</i>	<i>RSC., 1985. c.U-1, as amended</i>
<i>Weights and Measures Act</i>	<i>RSC., 1985. c.W-6, as amended</i>
<i>Witness Program Protection Act</i>	<i>SC., 1996. c. C-13</i>
<i>Young Offenders Act</i>	<i>RSC., 1985. c.Y-1, as amended</i>

### **Formal Agreements with Federal Government Departments, Agencies and Crown**

**Corporations:** The RCMP has signed over 1,100 Memoranda of Understanding with federal government departments, agencies and Crown corporations. These reflect the nature and scope of partnerships formed for the more effective and efficient delivery of services to Canadians. The list below includes some of the partners with whom the RCMP has signed formal agreements:

<i>Agriculture &amp; Agri-Food Canada</i>	<i>Canadian Security Intelligence Service</i>
<i>Atlantic Canada Opportunities Agency</i>	<i>Citizenship and Immigration Canada</i>
<i>Atomic Energy Control Board</i>	<i>Civil Aviation Tribunal</i>
<i>Auditor General of Canada</i>	<i>Communications Security Establishment</i>
<i>Bank of Canada</i>	<i>Correctional Service Canada</i>
<i>Canada Communications Group</i>	<i>Elections Canada</i>
<i>Canada Mortgage and Housing Corporation</i>	<i>Environment Canada</i>
<i>Canada Ports Corporation</i>	<i>Federal Court of Canada</i>
<i>Canada Post Corporation</i>	<i>Finance Canada</i>
<i>Canadian Coast Guard</i>	<i>Fisheries &amp; Oceans</i>
<i>Canadian Heritage (Parks Canada)</i>	<i>Foreign Affairs and International Trade</i>
<i>Canadian Human Rights Commission</i>	<i>Health Canada</i>
<i>Canadian International Development Agency</i>	<i>House of Commons</i>
<i>Canadian National</i>	<i>Human Resources Development Canada</i>
<i>Canadian Pacific Railway</i>	<i>Immigration and Refugee Board</i>
<i>Canadian Radio-Television and</i>	<i>Indian &amp; Northern Affairs Canada</i>
<i>Telecommunications Commission</i>	<i>Industry Canada</i>
	<i>Justice Canada</i>



<i>National Archives of Canada</i> <i>National Capital Commission</i> <i>National Defence</i> <i>National Energy Board</i> <i>National Film Board of Canada</i> <i>National Gallery of Canada</i> <i>National Museum of Science and Technology</i> 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
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**Formal Agreements with 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.

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