



Royal Canadian Mounted Police Gendarmerie royale
du Canada



Royal Canadian Mounted Police Report on Plans and Priorities 2004-2005

The Honourable Anne McLellan, P.C., M.P.
Solicitor General of Canada
(Minister of Public Safety and Emergency
Preparedness Canada)

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MINISTER'S MESSAGE

I am pleased to present the Royal Canadian Mounted Police's Report on Plans and Priorities. This report covers the key plans, priorities and expected results for the period 2004/2005 – 2006/2007.

The Royal Canadian Mounted Police (RCMP) is part of the new portfolio of Public Safety and Emergency Preparedness Canada, which also includes the Canadian Security Intelligence Service (CSIS), the Correctional Service of Canada (CSC), the Canada Firearms Centre, the National Parole Board (NPB), the newly created Canada Border Services Agency (CBSA), as well as three review bodies.

There have been other important changes. The core activities of the former Department of the Solicitor General have been integrated with those of the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIEP) and the National Crime Prevention Centre. This provides me portfolio-wide strategic policy advice and support in giving effective direction to the agencies responsible for policing and law enforcement, national security, border services, corrections and conditional release.

Recognizing the need to maximize our preparedness to respond to natural disasters rapidly and efficiently, OCIEP has been integrated into the Department. This better prepares us to coordinate our effort with provincial and territorial partners, and positions us to respond rapidly and effectively to any incident – be it a terrorist attack, natural disaster, or other public emergency.

This has been an exciting year for the public safety community in Canada. With the reorganization announced on December 12th, 2003, the Government has made significant progress in enhancing the safety and security of Canadians. By placing a broad continuum of agencies dedicated to safety and security within the same portfolio, the Government has provided the means for these agencies to work together seamlessly.

Gathering all this expertise under one banner allows for better integration across the public safety spectrum, linking front-end measures, such as emergency preparedness, crime prevention, community policing and border management, with remedial interventions, such as corrections and parole.

This new portfolio will help ensure a balanced approach to criminal justice, national security and public safety – an approach that protects Canadians' fundamental rights and freedoms. It is founded in the understanding that to effectively combat crime, we need to invest both in preventative measures to help communities address social problems before they lead to criminal activity, as well as in critical law enforcement initiatives and programs, and community reintegration for offenders.

In the past year, the Government of Canada has made significant progress on key safety and security initiatives. It has, among other things, tabled legislation to improve the effectiveness of the correctional system, launched teams of law enforcement experts to detect major capital markets fraud, increased funding for First Nations policing, improved border security with the launch of more Integrated Border Enforcement Teams, and supported crime prevention projects, reaching communities large and small across Canada.

Your comments and suggestions on this Report on Plans and Priorities are welcomed. Further information, including departmental contacts and our Internet address, can be found on page 67. Each of the portfolio agencies, with the exception of CSIS, prepares its own report to Parliament. You are invited to consult their documents for more information.

Public safety, security and emergency preparedness are cornerstones of the plans and priorities for the Royal Canadian Mounted Police – as well as the Government. We have an ambitious agenda, one that Canadians expect us to pursue with their best interests in mind. I am confident that, building on the initiatives, activities and successes achieved over the past few years, this new, integrated department will be better able to work toward fulfilling its mandate of ensuring a safe and secure society – for all Canadians.

The Honourable Anne McLellan, P.C., M.P.
Solicitor General of Canada
(Minister of Public Safety and Emergency Preparedness Canada)

COMMISSIONER'S MESSAGE



A few years ago, the RCMP set in motion a number of initiatives designed to refocus the RCMP as an organization of excellence – excellence in operations, management, core values and indeed, in every effort we undertake in serving and protecting the people of Canada.

This focus is predicated on the rich history of the RCMP, starting from the epic beginnings of the Great March West in 1873. Over the past 130 years, we have gained a worldwide reputation as a leading-edge policing organization, in large part because of our ability to adapt to meet the changing needs of our times.

Today, change is a constant. We live in a time where the world is moving quickly – where modern crime is sophisticated, technology is universal and criminals know no borders. In these challenging, uncertain times, the RCMP has refocused its strategic priorities to reflect the new security environment, to ensure **Safe Homes, Safe Communities** for Canadians.

In 2004/2005, the RCMP is firmly committed to advancing the **Government of Canada's** public safety agenda and related social and law enforcement policies. We will continue to align our priorities with those of the Government of Canada and we will continue to deliver our services in an integrated and seamless way to our client communities.

Our management approach is also reflective of the Treasury Board of Canada Secretariat's Management Accountability Framework (MAF). The RCMP is fully aligned with the 10 essential elements of sound management contained in the Framework.

We have also implemented a performance management regime – employing the balanced scorecard methodology as a key planning/management tool. This approach enables our organization to better match resources against strategic priorities and operational goals. We are moving toward a more flexible, streamlined and results-based organization that is better able to meet the needs of Canadians.

In all our planning, "integrated policing" is the defining philosophy that guides our efforts. We are working with partners and stakeholders in Canada and around the world to deal with common threats to safety and security. The concept of integration underlies and frames the RCMP's plans and activities for the delivery of our strategic priorities in 2004/2005. This approach has been critical to our success.

Indeed, the RCMP's "integrated policing" philosophy serves us well in the transition to the new Public Safety and Emergency Preparedness Canada (PSEPC) portfolio of agencies. More than ever, we have all come to value the partnerships and collaboration with our domestic and international colleagues that have been forged in the policing, security, intelligence and law enforcement communities. We look forward to strengthening existing and creating new partnerships in PSEPC.

For this planning cycle, we are solidly on the right road and expect to make excellent progress. As we move forward in the 21st century, I am confident that we will continue to build on our legacy and continue to deliver excellence in all that we do to protect the safety and security of our citizens and our country.

A handwritten signature in dark ink, appearing to read 'G. Zaccardelli'.

G. Zaccardelli
Commissioner

MANAGEMENT REPRESENTATION

Management Representation Statement

Report on Plans and Priorities 2004-2005

I submit, for tabling in Parliament, the *2004-2005 Report on Plans and Priorities* (RPP) for the Royal Canadian Mounted Police (RCMP).

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2004-2005 Report on Plans and Priorities* :

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Commissioner G. Zaccardelli

Date

RCMP AT A GLANCE



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

What We Do

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 Mandate

Based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*, the mandate of the RCMP, in its simplest form, is: ***to enforce laws, prevent crime and maintain peace, order and security.***

The organizational mandate is multi-faceted:

- prevent and investigate crime and maintain order
- enforce laws on matters as diverse as health and the protection of government revenues
- contribute to national security
- ensure the safety of state officials, visiting dignitaries and foreign missions, and
- provide vital operational support services to other police and law enforcement agencies



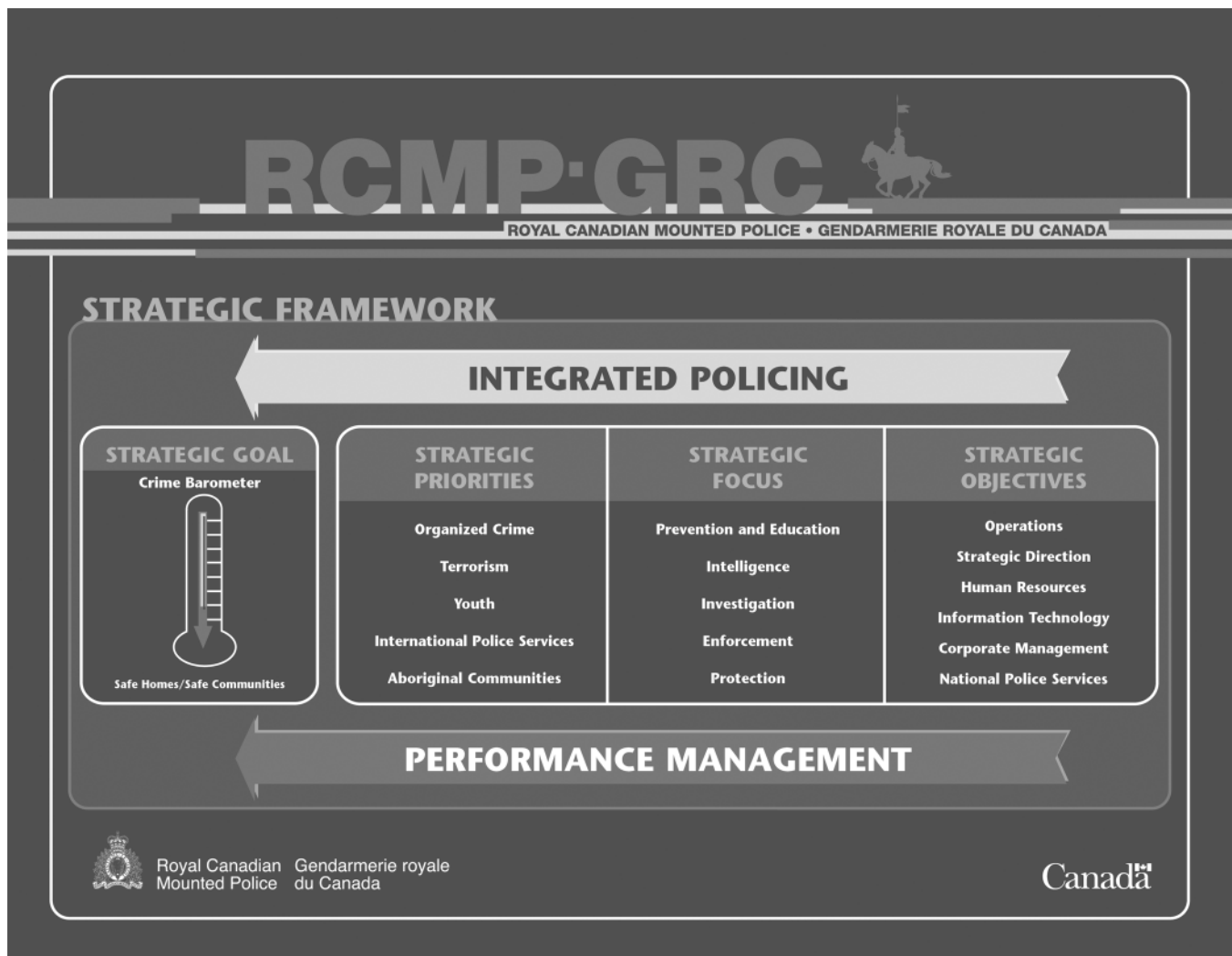
Our Vision

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

How We Do It – Strategic Framework

The RCMP's **Strategic Framework** serves as the roadmap for our journey to the strategic goal of **Safe Homes, Safe Communities** for all Canadians, as well as our organizational goal of becoming an **organization of excellence**.

The intent of the framework is to clearly define what we want to achieve (our strategic goal) – the five areas we will concentrate on to achieve that goal (strategic priorities), the functions (strategic focus) we need to constantly improve and excel at to drive success – and how we will implement and manage our performance (our strategic objectives).

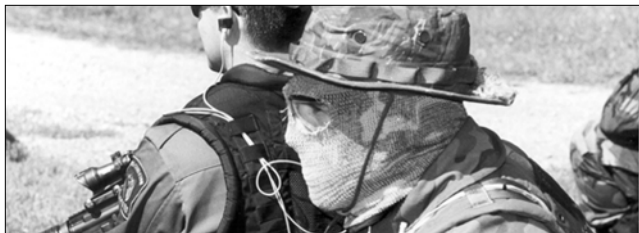


Strategic Priorities

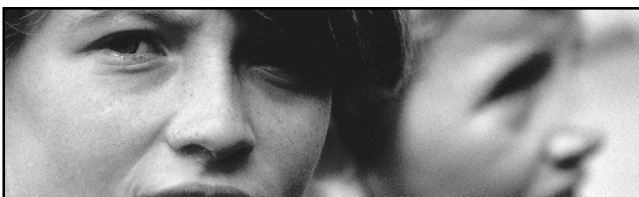
As Canada's national police force, our primary goal is to contribute to the safety and security of all Canadians. We are focusing on five strategic priorities (Organized Crime, Terrorism, Youth, International Policing, and Aboriginal Communities) as the best way to lower the "barometer" of crime. These priorities are reviewed annually as part of our strategic planning cycle.



Organized Crime – We will reduce the threat and impact of organized crime by disrupting and dismantling organized criminal groups that affect Canada, both domestically and internationally.



Terrorism – We will reduce the threat of terrorist activity by preventing terrorists and extremists from operating in Canada and abroad.



Youth – We will prevent and reduce youth involvement in crime as victims and offenders by implementing a continuum of responses that are consistent with the new *Youth Criminal Justice Act*, addressing root causes and enhancing community capacity. We commit to invest in the long-term wellness of communities with crime prevention activities targeting youth – beginning at an early age, with a focus on the root, underlying social causes.



International Policing (including Peacekeeping) – We will provide effective support of international operations/initiatives by using modern management and assessment practices, ensuring that the services provided meet the needs of our domestic and international clients and partners, and contribute to the common priorities of combating organized crime and terrorism.



Aboriginal Communities – We will work toward safer and healthier Aboriginal communities by being involved in initiatives surrounding education, employment, health and cultural development. At the same time, we will find ways to prevent/resolve conflict by focusing on crime prevention partnerships, restorative justice processes and a holistic and culturally sensitive approach to problem solving.

Strategic Focus

Our primary means of realizing our strategic priorities is through our Strategic Focus, an ongoing commitment to improving our core functions, as follows:

Prevention and Education – providing citizens with the information and tools needed to avoid being victims of crime and to discourage and avert involvement in criminal activities

Intelligence – the analysis of timely and accurate information on individual criminals, criminal groups and criminal acts, vital to the RCMP and its partners in pursuing and responding to threats to society

Investigation – diligent and detailed activities to establish facts surrounding **Criminal Code** violations and other offences for presentation in court

Enforcement – action taken to respond to **Criminal Code** violations and other offences – to capture and bring suspects to justice

Protection – providing Canadian and foreign dignitaries with protective and security services, as well as protecting the travelling public through the Canadian Air Carrier Protective Program

Strategic Objectives

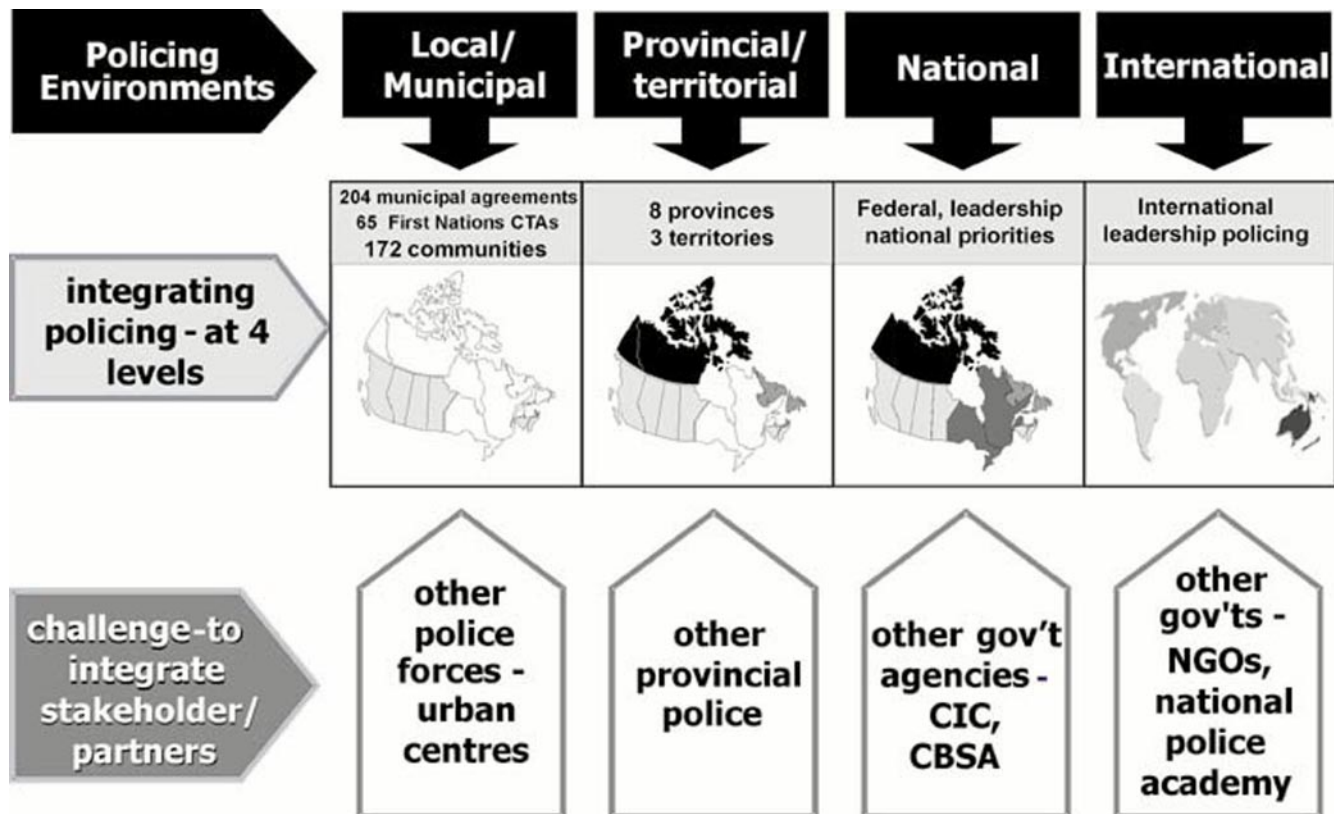
Strategic Objectives are the methods and means to achieve our strategic priorities/focus. They are derived through the Performance Management process (using the balanced scorecard tool).

The various Objectives are established by managers and developed, approved and cascaded through all levels of the organization in the annual business planning process. The objectives are captured on scorecards and monitored and reported every 60 days as part of the integrated planning cycle.

Where We Are Going – Our Vision for the Future – *Integrated Policing*

“Integrated Policing” is the overarching philosophy that permeates our Strategic Framework. This means working collaboratively with and in communities at all levels, and with the broader police and law enforcement community, both domestically and internationally, toward a common purpose and with shared values and priorities.

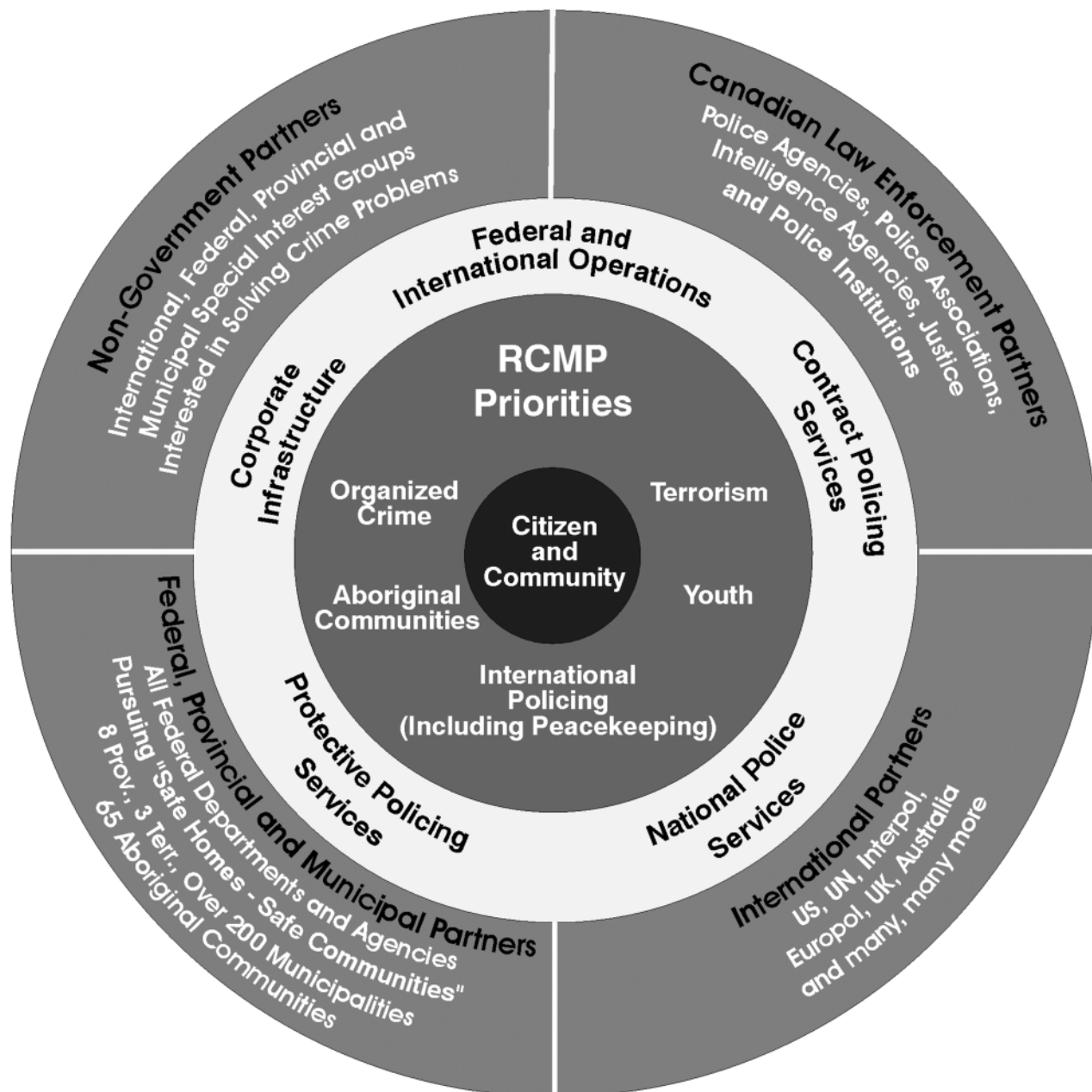
Ultimately, integrated policing could evolve to a “global strategic focus”, where investigative and enforcement activities and resources in the global law enforcement community are interoperable and leveraged collectively to ensure the best results/outcomes against international criminal threats.



Integrated Policing's key elements include:

1. Shared priorities, both domestically and internationally – determining the best way to leverage and maximize policing efforts and resources toward common objectives and long-term planning.
2. Free flow of intelligence, getting the right information to the right people at the right time and use of a broader range of information sources.
3. Interoperable systems, ensuring that intelligence and information systems are able to communicate across organizations and geographic locations.
4. Economies of scale, leveraging resources to make the most out of what we can dedicate to policing, and focusing on what we do best.
5. Seamless service delivery, eliminating redundant services and activities and the fragmentation of functions.

The Scope of Integrated Policing



SAFE HOMES, SAFE COMMUNITIES

The RCMP remains committed to devoting its efforts and resources in pursuing its five strategic priorities: Organized Crime, Terrorism, Youth, International Policing (including Peacekeeping) and Aboriginal Communities. To do this, we work hand in hand with our colleagues and partners in Canada and around the world to deal with common threats to safety and security.

PLANNING CONTEXT FOR SERVICE/PROGRAM DELIVERY



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

The RCMP undertakes a robust environmental scanning exercise each year to monitor the environment for local, national and global trends and issues affecting the Strategic Direction and Priorities of the Force. The Scan also launches our annual strategic planning processes – which can be accessed at the following address:

http://rcmp.ca/enviro/scan2003june_e.htm.

Changes to the Government of Canada – Guided by a New Approach

With the transition to new Speech from the Throne priorities and changes in government after December 12, 2003, Canada is embarking on a new course and is adjusting its policy agenda. The Prime Minister has identified key policy themes to focus its efforts, and put into place five new policy Cabinet Committees to manage activities in key policy areas – domestic, international, Canada/US, Services to Aboriginal Canadians/Communities, and Security, Public Health & Emergencies.

The RCMP is well positioned to contribute to the Federal government's public policy agenda and to be considered a critical partner in government agendas at all levels. As Canada's national police force, we have a role to play in such policy areas as:

- **strengthening our social foundations**
 - ▶ includes strengthening Canada's Aboriginal communities;
- **building a 21st century economy;**
- **ensuring Canada's place in the world**
 - ▶ includes strengthening Canada-US relations; and,
- **securing Canada's public health and safety.**

RCMP Strategic Priorities in Support of the New Government Agenda

Our five Strategic Priorities support government policy agendas, and our overarching vision of integrated policing is increasingly recognized by our partners and stakeholders as a crucial component to achieving the ultimate goal of public safety.

Organized Crime – key facts:

- Organized crime groups: operate on a transnational level, have fluid and functional management, are highly sophisticated organizationally, and are adept at optimizing technology.
- Organized crime continues to be a primary public safety threat – to Canada's citizens, the country's institutions, society and economy – and benefits from the global focus on terrorism.
- Organized criminals are driven by profit and greed; they continue to establish linkages with otherwise legitimate businesses, resulting in increased corruption. Rising competition and further internationalization is driving aggressive expansion efforts.
- Organized criminal groups seldom focus on one element of criminality – choosing targets based on calculated risk and power/profit potential. The profits of this industry are estimated by the International Monetary Fund to be between one and three trillion dollars.

RCMP planning context:

- **Organized Crime and Terrorism**, although separate Strategic Priorities, both threaten Canadian society. Given these threats, they are high priorities for the RCMP into the new fiscal year. Both of these issues have an impact on the quality of life for Canadians.
- Efforts underway to combat these problems directly support the government's goals of securing Canada's public health and safety, building a 21st century economy, and ensuring Canada's place in the world.



- Due to the transnational nature of organized criminal groups, police agencies worldwide must work together on this challenge.
- Given the RCMP outcome statement – to dismantle/disrupt the structures and sub-groups of organized crime, and to prevent these groups from evolving – our success is contingent on the improved coordination, sharing and use of criminal intelligence.
- In partnership with other police and law enforcement agencies, we will provide leadership in developing and implementing intelligence-led, tactical operational plans.
- We work at both ends of the continuum – working to reduce crime not only through law enforcement, but also to reduce the demand and minimize the opportunities through proactive prevention and education.

Terrorism – key facts:

- The threat posed by terrorist groups is continually changing. Increased sophistication, with highly motivated individuals linked through technology, allows them a worldwide scope of operations.
- Terrorist groups are increasingly fluid and adapt quickly to global changes. They are adept at exploiting the strengths and legitimate concepts of the developed world and continue to seek refuge in countries where they exploit instability.
- Advanced threat groups are also pursuing alternative ways to infiltrate and exploit Western societies.

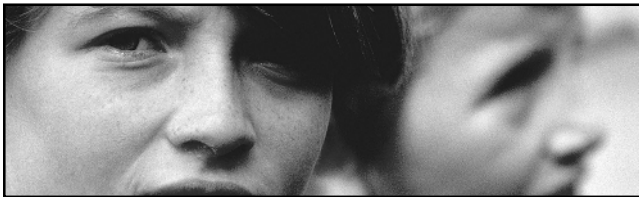


RCMP planning context:

- Our strategic outcome – to ensure border integrity, to contribute to the national security of Canada and protect Canadians while allowing for the secure and effective international movement of people and goods – contributes to strengthening Canada-US relations.
- Producing robust intelligence, offering real-time comprehensive maps of terrorist activity in Canada – “single issue terrorism” is a serious threat – when extremist groups are dedicated to a specific issue rather than broader political change.
- It is imperative that intelligence be shared worldwide between countries, so that an integrated policing approach may help to combat terrorism. We promote integration by expanding the collection and sharing of information and intelligence.
- To make air travel more secure, and to support the Government’s agenda, we implement the Canadian Air Carrier Protective Program services according to risk.

Youth – key facts:

- At-risk youth have been/are linked to economic disparity – nearly one in five Canadian children (18.5%) live in poverty. Children in persistent poverty are more than twice as likely to live with violence.



- Youth experience more violent and personal crime than any other age category – similarly, teenagers/young adults are at the greatest risk of engaging in criminal activity.

RCMP planning context:

- Our strategic outcome is to prevent and reduce youth involvement in crime – as victims and as offenders.

- We work with all levels of government, schools, and community organizations to positively affect the lives of youth who may be at risk.
- We are committed to the long-term development and wellness of communities, targeting groups who may be in need of social support. This is aligned with the federal theme of “strengthening social foundations”.
- Our goal is to optimize support and responses to youth offenders and victims, promote pro-social values, reduce risk and increase protective activities for children, youth, their families and their broader communities.

International Policing (including Peacekeeping) – key facts:

- Since 1989, there have been Canadian police missions in the following areas: Namibia; the former Yugoslavia; Haiti; South Africa; Rwanda; Bosnia-Herzegovina; Guatemala; Croatia; Central African Republic; Sierra Leone; The Hague; The Netherlands; Kosovo; Serbia and Macedonia; East Timor and Guinea.



- These police missions routinely fall under a United Nations mandate.
- Post-September 11th, 2001, countries around the world have re-examined the way they manage intelligence and law enforcement.
- Countries are placing increasing emphasis on developing non-traditional competencies and skill sets, and are building their capacity to deal with the new criminal and terrorist environment.
- Given the characteristics of transnational organized crime and terrorist groups, a significant portion of our investigations have international components.

Planning Context for Service/Program Delivery

RCMP planning context:

- In support of the government's focus on "ensuring Canada's place in the world" – our strategic outcome is to leverage the effectiveness of policing and peacekeeping operations internationally.
- This priority is linked to those of organized crime and terrorism – all three require collaboration with partners to ensure success on an international scale.
- The overarching vision of integrated policing can be expanded to combat community problems on a global scale.
- Canadian police personnel are instrumental in promoting the rule of law and reinforcing the social and economic fabric of the strife-torn countries.
- Supported by robust intelligence and threat assessments, we will strategically allocate and task our international resources in support of our strategic priorities.

Aboriginal Communities – key facts:

- Canada's Aboriginal population can be characterized by exponential growth:
 - ▶ between 1996 and 2001, the population grew 22.2% – the non-Aboriginal population grew only 3.4%;
 - ▶ children aged 14 and under represented one-third of the Aboriginal population in 2001 – far higher than the 19% in the non-Aboriginal Canadian population;
 - ▶ although the Aboriginal population accounted for only 3.3% of Canada's total population, Aboriginal children represented 5.6% of all children; and,
 - ▶ Aboriginal people account for approximately 18% of the federally incarcerated population – but represent only 3% of the Canadian population.



RCMP planning context:

- Our strategic outcome is to be a critical contributor to fostering healthy Aboriginal communities. This is aligned with the Government's agenda of "strengthening our social foundations".
- We are committed to further strengthening our efforts in this area of policing – through building new and strengthening existing partnerships with Aboriginal clients and other stakeholders – and to better address the various issues faced by Aboriginal communities.
- We engage the Aboriginal communities in a collaborative approach to implement restorative justice processes – preventing crime and encouraging problem solving.
- We also employ techniques and practices proven to work in the long term to prevent and address Aboriginal crime – both for victims and offenders.
- With our unique and important history of service to over 190 Aboriginal communities, we continue to deliver a professional and culturally sensitive police service that is aligned with diverse community needs.

OUR STRUCTURE FOR SERVICE/ PROGRAM DELIVERY



Strategic Priorities

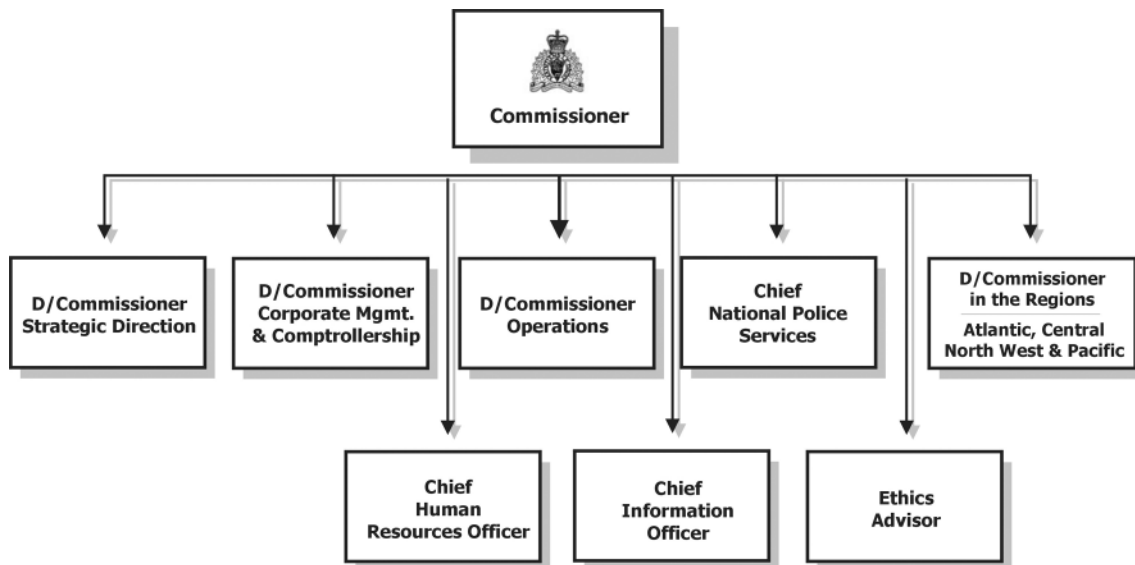
- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

Management Structure

The RCMP management structure is extremely flexible with work directed by the Strategic Framework and Priorities. There are four regions, each under the direction of Deputy Commissioners: Pacific; North West; Central; and Atlantic. This ensures greater grass-roots involvement in decision-making and allows the RCMP to invest more resources in front-line services.



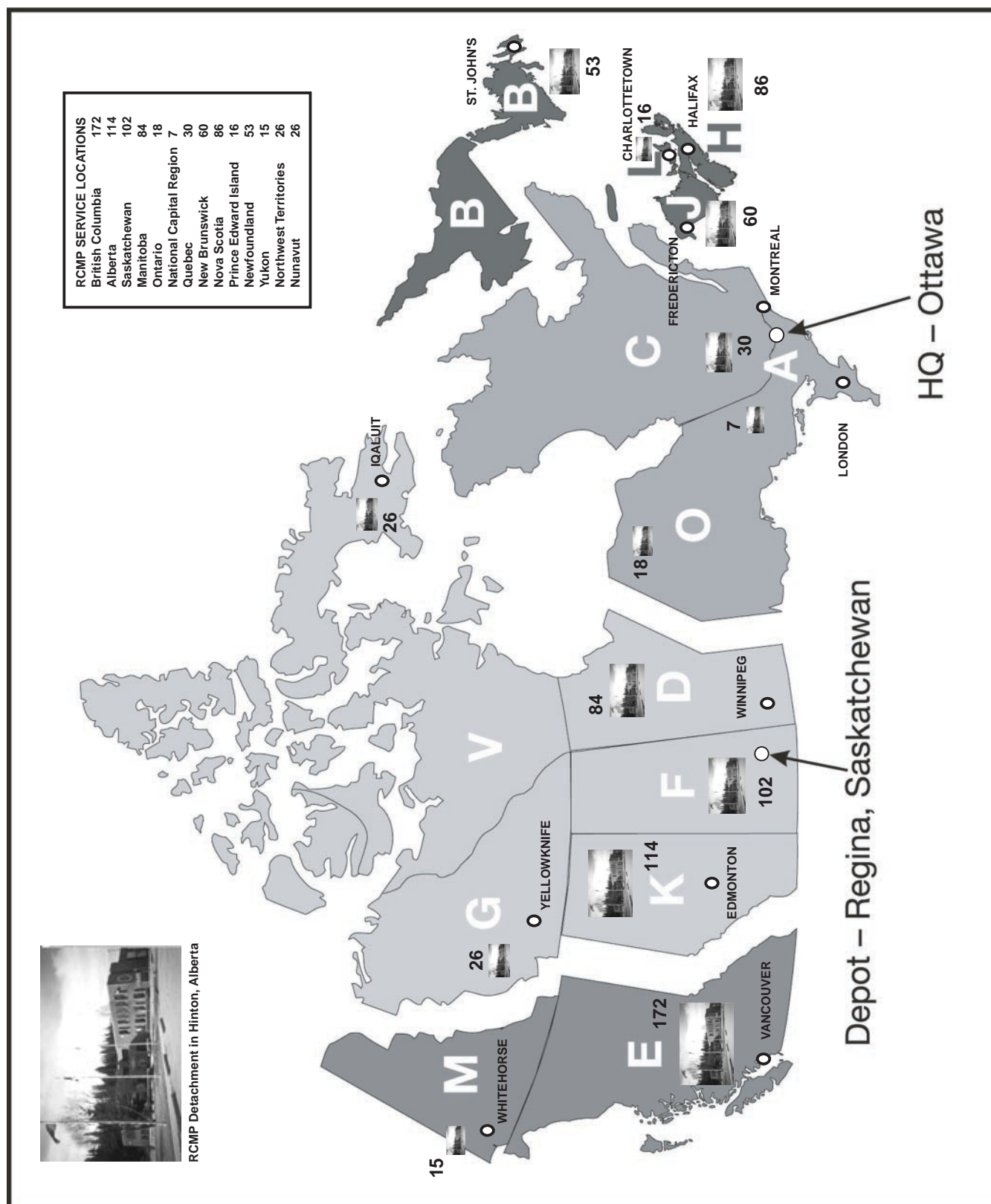
Under the Commissioner, operational direction is provided by Deputy and/or Assistant Commissioners in charge of:

- Operations – Deputy Commissioner
- Atlantic Region (Halifax) – Deputy Commissioner
- Central Region (Ottawa) – Deputy Commissioner
- North West Region (Regina) – Deputy Commissioner

- Pacific Region (Vancouver) – Deputy Commissioner
- National Police Services – Assistant Commissioner

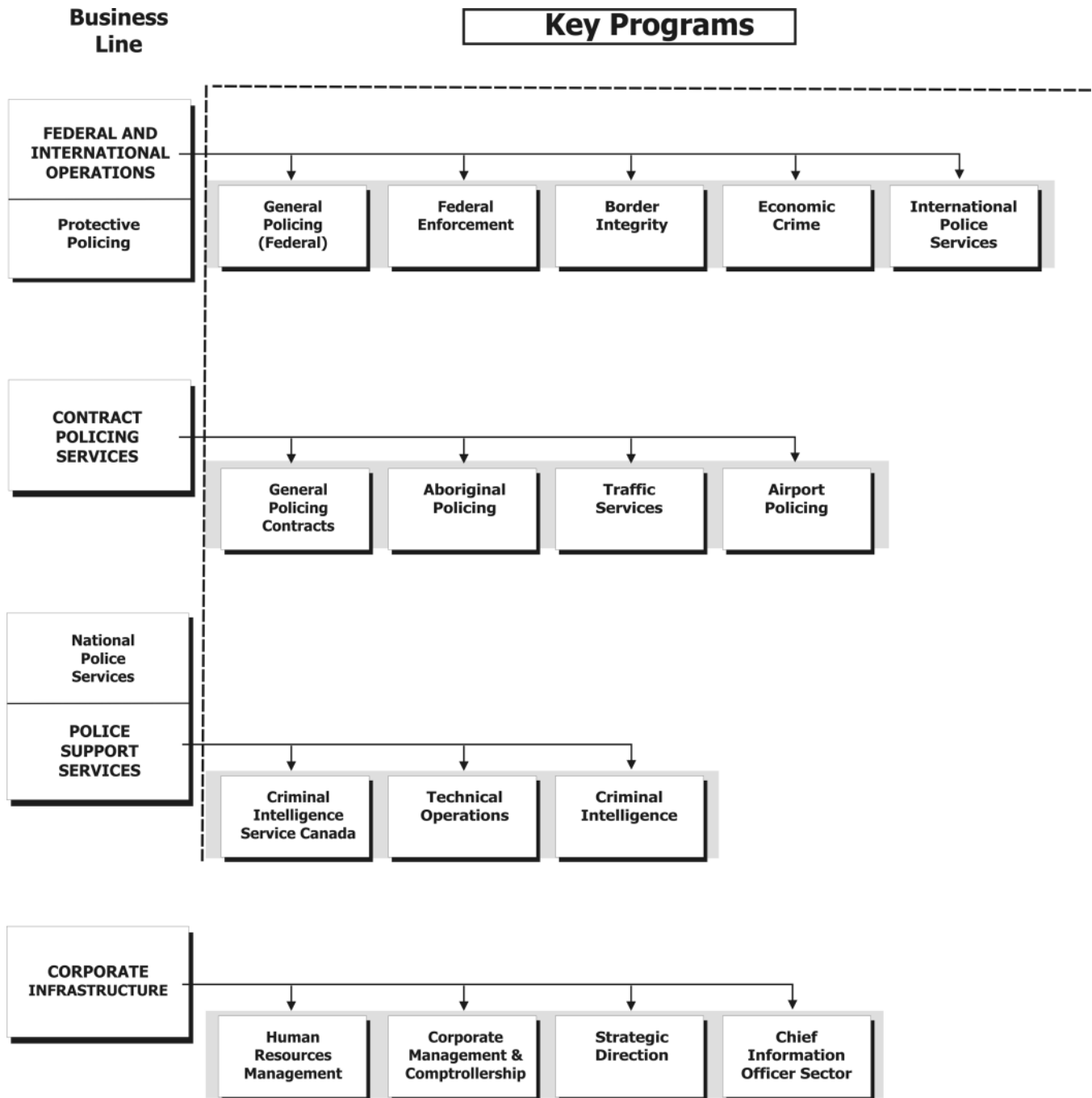
The Corporate Management and Comptrollership Deputy Commissioner, the Strategic Direction Deputy Commissioner, the Chief Human Resources Officer, Chief Information Officer and the office of the Ethics Advisor provide the corporate service support to allow us to meet operational goals.

Where we are located



The RCMP is divided into four regions and 14 divisions – plus a headquarters in Ottawa and a training “Depot” in Regina. Each province and territory is a division, as is the National Capital Region. Each alphabetically-designated division is managed by a Commanding Officer.

Our Program Delivery



2004/2005 PLANNING IN THE THREE OPERATIONAL BUSINESS LINES



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
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- ▶ Protection

1. Federal and International Operations

Federal and International Operations (FIO) has a national mandate to provide federal policing, law enforcement and investigative services to the federal government, its departments and agencies, and Canadians. In addition, peacekeeping (United Nations, etc.) falls under this business line.

Some of the services provided by FIO include:

- **Border Integrity** – Customs and Excise, Federal Enforcement, Immigration and Passport, Ports and Integrated Border Enforcement Teams (IBETs);
- **Financial Crime** – Commercial Crime, Proceeds of Crime and Market Crime;
- **Drugs and Organized Crime**;
- **International Policing** – International Operations Branch, International Peacekeeping, Interpol and International Travel and Visits; and,
- **Criminal Intelligence Program** – National Security Investigations/Enforcement (e.g., Integrated National Security Enforcement Teams [INSETs]/National Security Investigation Sections), Organized Crime Intelligence and Divisional Criminal Analysis.

Through an intelligence-led, multi-disciplinary and integrated approach, FIO contributes to the RCMP's strategic goal of **Safe Homes, Safe Communities**.

Working with partners and building on a "community policing" approach is key to FIO. On a continuous basis, Federal Policing partners with federal, provincial, territorial, municipal, US and international law enforcement and government agencies to gather, analyse and share criminal intelligence targeting illicit activity.

FIO is also dedicated to combatting criminal and terrorist activity that many Canadians may not directly experience, such as organized crime at national ports and borders, terrorist threats, financing of terrorism, corporate crimes, fraudulent telemarketing schemes, stock market fraud and "cyberspace" crimes. Threats such as terrorism and organized crime negatively affect Canada's societal, economic, political, land, air, and marine infrastructures.

FIO helps ensure a prosperous and stable Canadian economy at the national, provincial, territorial and municipal levels by deterring, detecting, investigating and protecting Canada and Canadians against criminal activity that poses a threat to national safety and security.

2004/2005 Planning in the Three Operational Business Lines



On behalf of the Government of Canada, the RCMP manages the participation of Canadian police personnel who support multi-lateral international operations. We promote international peace and security through operations with a police element.

The RCMP delivers civilian police peacekeepers with the knowledge, skills, abilities and language profile necessary to meet the needs of peacekeeping and other peace support operations. Under this arrangement, police maintain law and order with an executive and non-executive mandate, provide monitoring, mentoring and training activities, and also serve as facilitators to improve cooperation between police of jurisdiction and the communities they serve. The objectives of this arrangement are to enhance multi-lateral capacity to restore order and work with local police components so they can carry out their policing responsibilities in accordance with democratic principles.

Decisions to deploy Canadian law enforcement personnel to assist countries experiencing internal conflict are made by Cabinet Ministers responsible for departments involved in peacekeeping under the Canadian Police Arrangement (Department of Foreign Affairs [Department of Foreign Affairs and International Trade] [DFA (DFAIT)], Canadian International Development Agency [CIDA] and Public Safety and Emergency Preparedness Canada (Solicitor General of Canada) [PSEPC (SGC)]). This arrangement is pursuant to the Government's foreign policy on peacekeeping – which routinely falls under a UN mandate. The Government's peacekeeping policy is managed by DFA (DFAIT), the funding is managed by CIDA, and the missions are managed by PSEPC (SGC)/RCMP under formal interdepartmental agreements.

The overall success of Canadian participation in civilian peacekeeping missions is shaped by external factors over which the RCMP has little control. These factors include the nature and scope of the internal conflict in the foreign country; the professionalism, leadership, standards and training of the foreign country's police; and, the willingness of that country's citizens to be policed by their own police force.

Quick Facts

- The RCMP is responsible for providing dedicated policing services to 163 Aboriginal communities across Canada – this includes 65 Community Tripartite Agreements and 128 dedicated Aboriginal Community Constable Program front-line positions.
- In September 2003, a National Aboriginal Policing Meeting in Ottawa brought together representatives from all provinces and territories to engage in discussions on improving service delivery to Aboriginal communities.

Protective Policing Services

The objective of Protective Policing Services (PPS) is to safeguard Canadian and foreign dignitaries and their official residences, as well as visiting Internationally Protected Persons, by delivering timely service through the most qualified and highly trained members, and supported by cutting-edge technology.

Challenges associated with PPS include the unpredictability of the demand; the repercussions in Canada of international events; and, the high risk sensitivity of operations, with minimal room for error. Terrorism and organized crime, as well as the current trend of civil disobedience, increase this unpredictability.

To address these varying challenges, PPS delivers its services by drawing upon a dedicated group of experts strategically located in Canada and complemented by RCMP officers across the country, who can be deployed when and where the need arises. Partnerships are also integral: PPS partners with local police services, as well as other law enforcement agencies and government departments.

2. Contract Policing Services

The services provided by this business line include general duty policing (for the most part, in uniform) to eight provinces, the three territories, over 200 municipalities, 65 Aboriginal communities and three international airports. The RCMP situates members directly in the communities they serve, in over 700 detachments across the country. The arrangement for RCMP front-line services results from policing agreements between PSEPC (SGC) and the provinces, territories and municipalities. These provincial, territorial and municipal agreements are provided on a cost-sharing basis for a duration of 20 years and are in effect until 2012. The agreements with Aboriginal communities and airports vary in duration.

To help achieve the RCMP's strategic goal of **Safe Homes, Safe Communities**, Contract Policing Services (CPS) ensures quality service through a community policing model. This means preventing and solving local crime problems in partnership with the communities served, both reactively and proactively.

As a result, CPS' activities focus on consulting with clients and stakeholders, forming partnerships with communities and local agencies, empowering the front line, and mobilizing community and partner police services, as well as other entities to supplement our efforts and activities. By listening to clients and partners, the contracted policing services delivered are better tailored to the needs and priorities of each community. Moreover, by learning from new initiatives and best practices, there is continuous improvement in the quality of the services provided.

CONTRACT POLICING: A CRITICAL PART OF RCMP ACTIVITIES

Contract Policing Services are a vital part of the RCMP's integrated model of policing – contributing to the overall strategic goal of **Safe Homes, Safe Communities**.

- When emergencies arise, such as disasters and terrorist incidents, the RCMP Commissioner can temporarily redeploy policing and technical resources as provided for within the Provincial Police Services Agreements (PPSAs). This provision of the policing agreements has been used for international summits, the September 11th response, Royal and Papal visits, Swissair, the G8, fisheries incidents, the Ice Storm and major floods, fires and other natural disasters.
- The contract policing business line works with other partners to help maintain safe borders and support Canadian sovereignty.
- The RCMP's experience and global reputation is applied in service to all Canadians.
- PPSAs are evidence of a strong bilateral agreement that fosters visible cooperation and cost-sharing arrangements between the Government of Canada and the provinces, territories and municipalities.

Quick Facts

- Contract Policing Services has jurisdiction over the three territories, eight provinces (Ontario and Quebec have their own provincial police forces), 200+ municipalities, 65 Aboriginal communities and three international airports.
- There are over 750 detachments within the RCMP's 15 divisions.
- Approximately 10,600 RCMP members are assigned to contract (provincial/territorial and municipal) duties.
- With over 75,000 volunteers engaged in a range of activities – victims services, search and rescue, Auxiliary Constables, etc. – across the country, the RCMP is a leader in partnering with citizens to ensure community well-being.

2004/2005 Planning in the Three Operational Business Lines

These efforts are supplemented by a pool of over 75,000 volunteers across the country and by the fact that RCMP employees are an integral part of the social fabric in the communities they serve.

Services are also enhanced by applying a problem-solving approach to victims, offenders and the public. This is done by tailoring a mix of complementary strategies for each problem and each community.

CPS also provides support to all the other RCMP business lines on a variety of issues, including equipment testing and approval, policing procedures and processes, information management, taking on the role of advocate with other stakeholders and the administration of some federal government/national programs.

A further example of integration with other business lines includes the work being done on emergency planning, management and response, which not only affects CPS, but also Protective Policing and FIO. As well, there is collaboration among business lines in organized crime-related research, which recognizes that organized crime has an impact on, and is the responsibility of all front-line police officers and specialized units.

FACT SHEET – SERVING CANADA’S ABORIGINAL PEOPLES

Overview

Since the earliest days of the Northwest Mounted Police in the 1870s, the RCMP has developed a unique and important relationship with Aboriginal peoples in Canada. As a long-standing player in the evolution of Aboriginal communities, the RCMP continues to inform public policy, provides policing services in hundreds of Aboriginal communities across Canada, and works closely with Aboriginal groups to develop innovative policing approaches that meet their distinctive needs. Today, the RCMP works closely with Aboriginal communities to develop and implement culturally appropriate policing services.

A Tradition of Cooperation

- The **National Aboriginal Policing Services Branch** (NAPS) is responsible for planning, developing and managing organizational strategies and initiatives for working in partnership with Aboriginal communities.
- **NAPS** is committed to providing the highest quality of police service for Aboriginal peoples through innovative and strategic planning with a resource network of provincial and territorial Aboriginal Policing Services units.
- In 1999-2000 – **National Aboriginal Policing Review** – an extensive consultation with Aboriginal clients was conducted. Comprehensive surveys were distributed to 3,000 Aboriginal community representatives and 700 RCMP members serving in Aboriginal communities. Focus groups were also held in more than 200 communities. In response to the findings, three strategic objectives were defined:
 - ▶ Invest in the long-term wellness and safety of Aboriginal communities through involvement in education, employment, health and cultural development initiatives, in addition to finding ways to prevent/resolve conflict;
 - ▶ Improve or build mechanisms to ensure the full participation of Aboriginal clients in the design and delivery of service; and,
 - ▶ Work with federal, provincial and territorial governments to ensure the development of policies that respond to the rapidly changing needs of Aboriginal clients.
- The strategic focus on “service to Aboriginal communities”, which commenced April 1, 2003, recognizes the federal government’s commitment to strengthen its relationship with Aboriginal people. The Aboriginal policing **strategic plan** includes: contributing to safer and healthier Aboriginal communities; ensuring sound policy development; improving service delivery within the Aboriginal Policing service line; developing community capacity to use restorative justice processes; providing a culturally sensitive police service; demonstrating value for service; building new and strengthening existing partnerships; influencing public policy; recruiting, developing and retaining the right people; and building operational capacity and competency.
- The **Aboriginal Justice Learning Network**, in partnership with NAPS, provides training on Community Justice forums, which bring together people affected by a crime to seek to repair the harm using traditional Aboriginal approaches.
- **Recruiting Aboriginal people** to become members – a number of initiatives are taking place in many of our 14 provincial and territorial Divisions to assist Aboriginal people who aspire to become RCMP members.
- The **Aboriginal Youth Training Program** (AYTP) provides young people with 17 weeks of summer employment, including three weeks of training at Depot Division, the RCMP Training Academy, in Regina. Upon their return to a detachment near their home, students work under the direct supervision and guidance of a regular member of the RCMP for the remainder of the summer.

3. National Police Services

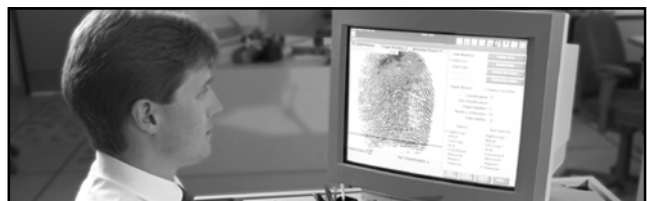
National Police Services (NPS) provides essential, front-line support services to the law enforcement community in Canada and abroad. Under the stewardship of the RCMP, NPS is an internationally-recognized model of integrated policing. The Canadian criminal justice community, municipal and provincial police agencies, federal departments, law and regulatory enforcement agencies, and select foreign police organizations, including Interpol and the Federal Bureau of Investigation (FBI), make use of NPS' investigative tools.

Approximately 70% of NPS' services and programs support all components and agencies of the criminal justice system throughout Canada. NPS supports more than 500 Canadian police and law enforcement agencies with cutting-edge technology and services to help them solve criminal investigations, thereby supporting the RCMP's strategic goal of **Safe Homes, Safe Communities**. NPS programs are also aligned with PSEPC (SGC)'s priorities for public safety, particularly the strategy to combat organized crime.

NPS service lines strive to improve the nature, scope and quality of shared law enforcement information, forming a solid foundation for this unique and essential business line. NPS service lines include:

- **Forensic Laboratory Services (FLS)** conducts scientific analyses of evidence from crime scenes; presents forensic evidence in courts; and researches and develops new and advanced forensic methods, such as Deoxyribonucleic Acid (DNA) analysis. Core disciplines include: Biology (DNA); Chemistry (non-biological trace evidence); Documents; Firearms; and, Toxicology. Centralized national services include explosives, counterfeits (currency and travel documents) and diamond sourcing. FLS operates from six sites and also maintains the National DNA Data Bank (NDDB) in Ottawa. The NDDB has assisted law enforcement agencies, nationally and internationally, in solving crimes. Law enforcement officers across Canada benefit from the integration of science and police work to identify suspected offenders, as well as to exonerate the innocent.

- **Information and Identification Services (I&IS)** contributes, through a national information exchange system with Canadian and international law enforcement agencies, on matters such as criminal records, fingerprints, missing children, crime scene examination techniques, research, forensic imaging and firearms enforcement support. This innovative area is pursuing initiatives to significantly enhance the information exchange capacity related to fingerprints; biometrics technology, to facilitate the positive identification of persons; and, the National Criminal Justice Index (NCJI) to provide a centralized information sharing capability to key partners in the criminal justice community. I&IS staff manage millions of criminal records and examine volumes of fingerprints, providing criminal investigators across the country and abroad with the cutting-edge tools and requisite information they need.



- The **Canadian Police College (CPC)** provides advanced and specialized education and training to Canadian and foreign police agencies, with emphasis on organized and multi-jurisdictional crime. The strategic priorities of the CPC, which address recommendations from the Auditor General of Canada, are: executive continuous learning; organized crime and terrorism; intelligence; and, high-tech crime.

The CPC is committed to the achievement of excellence in police training. Three areas of the CPC – the Police Sciences School, the Police Executive Centre and the Library – provide key opportunities for learning and development.

2004/2005 Planning in the Three Operational Business Lines

The CPC provides executive training at the police-chief level, and delivers a value-added service in furthering integrated policing across Canada with police officers from both small and large policing agencies benefiting from the same training. Furthermore, CPC Advisory Board members represent the larger police community and other stakeholders in Canadian policing, serving as a touchstone for the strategic and practical direction of the CPC.



- **Criminal Intelligence Service Canada (CISC)** is a strategically-focused organization which ensures the timely exchange of criminal intelligence among CISC member agencies and serves as a centre of excellence in support of the national effort to detect, reduce and prevent organized and other serious crimes affecting Canada.
- **Technical Operations** – Research and development and technical support for technologies used in investigative work are provided to the RCMP through the **Technical Operations** program. This area also manages the Canadian Bomb Data Centre and the Violent Crime Linkage Analysis System (ViCLAS) for the broader law enforcement community.



Corporate Infrastructure

The RCMP's corporate infrastructure business line comprises **Human Resources Management, Corporate Management and Comptrollership, Strategic Direction, and the Chief Information Officer (CIO)** Sectors. These areas underpin all of the RCMP's Strategic Priority activities. Their services and strategic advice enable the RCMP to recruit, develop and retain the right people; optimize and enable science and technology; strategically allocate resources; improve planning and performance management; and, inform public policy.

TABLES OF PLANNED OBJECTIVES AND SPENDING (INCLUDING FTES)

Departmental Planned Spending

(\$ millions)	Forecast Spending 2003-2004*	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Federal and International Operations	524.6	591.1	580.6	579.1
Contract Policing Services	1,435.6	1,582.7	1,547.9	1,547.9
National Police Services	393.4	370.7	345.6	345.7
Corporate Infrastructure	235.2	270.6	261.9	263.2
Protective Policing Services	97.0	85.4	81.4	81.4
Budgetary Main Estimates (gross)	2,685.8	2,900.5	2,817.4	2,817.4
Less: Respendable Revenue	987.9	1,059.4	1,029.6	1,029.6
Total Main Estimates	1,697.9	1,841.1	1,787.9	1,787.8
<i>Adjustments (Planned Spending not in Estimates):</i>				
<i>Integrated proceeds of crime initiative</i>	17.8	0.0	0.0	0.0
<i>Compensation increases for regular members and some civilian member groups</i>	21.9	0.0	0.0	0.0
<i>Operating budget carryforward</i>	62.6	0.0	0.0	0.0
<i>Funding to meet the government's obligations for cost-shared policing services with contract partners</i>	18.7	0.0	0.0	0.0
<i>Funding to investigate and prosecute fraud offences in capital markets</i>	8.8	15.3	21.2	21.2
<i>Public security and anti-terrorism initiatives</i>	7.1	5.4	5.0	5.0
<i>Additional operating costs</i>	4.0	0.0	0.0	0.0
<i>Renewed Canada's Drug Strategy to reduce substance use and abuse</i>	4.5	0.0	0.0	0.0
<i>Transfer of ownership and responsibility for general purpose space from Public Works and Government Services Canada</i>	1.2	0.0	0.0	0.0
<i>Capital budget carry forward for two major information management and information technology projects</i>	4.8	10.4	0.0	0.0
<i>To compensate members of RCMP for injuries received in the performance of duty</i>	17.5	0.0	0.0	0.0
<i>Payments, in the nature of Worker's Compensation, to survivors of members of the RCMP killed while on duty</i>	0.3	0.0	0.0	0.0
<i>Mandatory Suspicious Transactions Money Laundering</i>	0.0	4.9	4.9	4.9
<i>Proceeds of Real Property Sales</i>	0.0	2.1	0.0	0.0
<i>Lawful Access to information and communications to ensure public safety and security</i>	0.0	0.0	10.9	10.9
<i>Pension Administration</i>	0.0	0.0	0.3	0.0
<i>Enhanced Parliamentary Security</i>	0.0	2.6	2.6	2.6
<i>Canada's War Crimes Program</i>	0.0	0.7	0.0	0.0
<i>Protecting children from exploitation and abuse</i>	0.0	6.6	6.4	8.2
<i>Internal Audit and Evaluation</i>	0.3	0.0	0.0	0.0
<i>Collective bargaining increases for various Public Servant groups</i>	9.2	0.0	0.0	0.0
Total Adjustments	178.7	48.0	51.3	52.8
Net Planned Spending	1,876.6	1,889.1	1,839.2	1,840.6
Less: Non-respendable revenue	24.0	27.3	27.3	27.3
Plus: Cost of services received without charge	125.1	187.0	187.0	187.0
Net Cost of Program	1,977.7	2,048.9	1,998.9	2,000.3
Full Time Equivalents	22,409	23,486	23,256	23,256
*Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.				

Tables of Planned Objectives and Spending

Planned Spending and Full Time Equivalents (FTEs) by Business Line

(\$ millions)

FEDERAL AND INTERNATIONAL OPERATIONS	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Program Spending	572.0	624.0	618.1	618.4
FTEs Subject to <i>RCMP Act</i>	3,865	3,956	3,936	3,936
FTEs Subject to <i>PSE Act</i>	465	465	466	466

PROTECTIVE POLICING SERVICES	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Program Spending	124.6	88.0	84.0	84.0
FTEs Subject to <i>RCMP Act</i>	618	618	618	618
FTEs Subject to <i>PSE Act</i>	24	24	24	24

CONTRACT POLICING SERVICES	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Program Spending	503.5	537.2	525.3	525.3
FTEs Subject to <i>RCMP Act</i>	11,842	12,582	12,416	12,416
FTEs Subject to <i>PSE Act</i>	1,067	1,228	1,228	1,228

NATIONAL POLICE SERVICES	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Program Spending	407.4	372.8	349.5	349.6
FTEs Subject to <i>RCMP Act</i>	1,508	1,548	1,503	1,503
FTEs Subject to <i>PSE Act</i>	366	366	366	366

CORPORATE INFRASTRUCTURE	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Program Spending	269.2	267.2	262.3	263.2
FTEs Subject to <i>RCMP Act</i>	1,122	1,134	1,134	1,134
FTEs Subject to <i>PSE Act</i>	1,532	1,565	1,565	1,565

2004/2005 PLANS AND PRIORITIES – STRATEGIC PRIORITY MAPPED TO BUSINESS LINE ACCOUNTABILITY



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

1. ORGANIZED CRIME

Strategic Outcome: Reduce the threat and impact of Organized Crime

Outcome Statement:

Disrupt and dismantle organized criminal groups

Business Line/Key Program Accountability:

- Federal and International Operations (FIO)
- Protective Policing Services (PPS)
- National Police Services (NPS)
- Corporate Infrastructure/Strategic Direction (SD) and Chief Information Officer Sector (CIO)

Plans and Priorities:

- conduct effective investigations – enhance our capability and capacity to effectively conduct investigations to ensure **Safe Homes, Safe Communities** (FIO)
- ensure data quality/integrity of operational data – including timeliness, accuracy, completeness, validity and reliability (FIO)
- be intelligence-led – operationalize the Ops model through effective, intelligence-based priority setting and decision making (FIO)
- expand collection and sharing of information and intelligence, both domestically and internationally, by facilitating greater contribution from both RCMP personnel and external partners; developing new sources of information, and collecting information on new and emerging subject areas (FIO) (NPS)
- build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (PPS) (FIO) (SD)
- inform public policy – provide valued input into public policy decision-making regarding national and international issues (FIO) (SD)
- enhance integrated multi-disciplinary teams – from internal and external resources to leverage the expertise and knowledge base, and to enhance capacity to achieve operational priorities (FIO)
- support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most up-to-the-minute criminal history information in as timely a manner as possible (NPS)

Plans and Priorities – Strategic Priority Mapped to Business Line Accountability

- contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP and other Canadian police officers (NPS)
- communicate effectively – ensure that employees and relevant national and international communities are aware of the strategic direction, roles and responsibilities of Federal and International Operations (FIO) (SD)
- reduce crime through prevention and education – reduce the demand and minimize the opportunities which are beneficial to organized crime through proactive prevention and education (FIO)
- coordinate the national intelligence collection plan on behalf of entire Canadian law enforcement community (CISC)
- produce integrated national and provincial threat assessments on organized and serious crime affecting Canada (CISC)
- optimize enabling science and technology – optimize use of internal and external information systems/data and develop new processes to address gaps (FIO) (CIO/NPS/Technical Operations)

Key Partners:

PSEPC (SGC); Department of Justice (DOJ); Transport Canada (TC); Canada Border Services Agency (CBSA); Department of Finance; Health Canada; Bank of Canada; Industry Canada; Canadian Heritage; Correctional Service of Canada (CSC); Citizenship and Immigration Canada (CIC); DFA (DFAIT); Department of National Defence (DND); Organization of American States (OAS) Inter-American Drug Abuse Control Commission (CICAD); First Nations Communities; United Nations Civilian Police; United States Immigration and Naturalization Services; Financial Transaction and Report Analysis Centre of Canada (FINTRAC); Forensic Accounting Management Directorate (FAMD); Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); private industry (e.g., Canadian Bankers Association; international airlines); Canadian and foreign law enforcement agencies; municipal, provincial, territorial agencies responsible for health, education and corrections

Key Performance Measures:

- number of priority organized crime (OC) groups disrupted
- percentage of OC projects/investigations that are based on Sleipnir ¹ threat assessments
- number of other OC groups disrupted
- percentage of clients satisfied with the RCMP's work in reducing the threat and impact of OC
- percentage of highest priority OC groups targeted for investigation
- percentage of federal operational files evaluated through PROOF (Priority Rating of Operational Files)
- number of "formal" interactions with "policy making" fora
- percentage of Federal Units conducting data quality/integrity reviews
- number of integrated training and development projects with international partners
- number of formalized agreements with external partners on joint strategic priorities
- number of units with a plan to develop strategic partnerships
- number of additional divisions with Combined Forces Special Enforcement Unit (CFSEU)-modeled teams
- percentage of unsuccessful (non-conviction) investigations (2350) reviewed to identify investigative gaps
- number of new prevention and education campaigns undertaken
- number of prevention and education programs evaluated for impact/effectiveness
- percentage of national priority files investigated by an integrated multi-disciplinary team
- number of new training programs developed
- number of new projects developed in partnership with the CIO, NPS and Technical Operations to optimize enabling science and technology

¹ Sleipnir threat assessments consider 19 attributes which are important in assessing the intentions and capabilities of organized crime

2. TERRORISM

Strategic Outcome: Reduce the threat of terrorist activity in Canada and abroad

Outcome Statement:

Prevent terrorist groups from operating in Canada and abroad

Business Line/Key Program Accountability:

- Federal and International Operations (FIO)
- Protective Policing Services (PPS)
- National Police Services (NPS)

Plans and Priorities:

- ensure border integrity – contribute to the national security of Canada and protect Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods (FIO)
- successfully detect, prevent/disrupt and investigate terrorist activity (FIO)
- expand collection and sharing of information and intelligence, both domestically and internationally (FIO) (NPS)
- produce robust intelligence – to provide a real-time comprehensive map of terrorist activity in Canada (FIO)
- build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (NPS) (FIO) (PPS)
- position Canadian Air Carrier Protective Program resources according to risk to better address the terrorist threat (PPS)
- maximize number of flights completed with existing Aircraft Protective Officers by keeping to a minimum the administrative complement (PPS)
- harden potential targets in diplomatic missions (PPS)
- increase security of Government of Canada sites, including Parliament Hill (PPS)
- improve Protective Policing database to a dynamic, multiple entry point database (PPS)

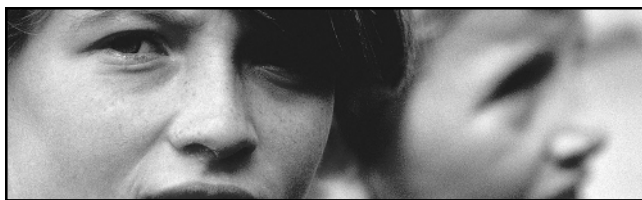
- enhance current information process to capture information on National Crime Data Base (PPS)
- improve major events planning to reduce threats of terrorism and acts of violence (PPS)
- inform public policy – provide valued input into public policy decision-making regarding national and international issues
- strengthen national program management – improve national management of RCMP activities related to the detection, prevention and investigation of terrorist activity
- communicate effectively to internal and external audiences (FIO)

Key Partners:

PSEPC (SGC); Privy Council Office (PCO); CSIS; Communications Security Establishment (CSE); CIC; CBSA; Canadian Association of Chiefs of Police (CACP); US Border Patrol; US Coast Guard; US Customs; US Dept. Of Justice (Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]); US Drug Enforcement Administration (DEA); DFA (DFAIT); Interpol; Europol; P8 Senior Experts Groups on Transnational Organized Crime; OAS Inter-American Committee Against Terrorism (CICTE); International Association of Chiefs of Police and counterpart agencies in the US, England and Australia

Key Performance Measures:

- percentage of identified terrorist targets disrupted
- percentage of projects/investigations related to key terrorist targets that are successfully concluded
- trend in feedback from clients on value and timeliness of intelligence related to terrorism
- percentage of border integrity files which are initiated from intelligence profiles
- percentage of time spent by Border Integrity Public Safety and Anti-Terrorism (PSAT) resources on border-related national security investigations



3. YOUTH

Strategic Outcome: Prevent and reduce youth involvement in crime as victims and offenders

Outcome Statements:

- Implement an effective, comprehensive, sustainable long-term response to youth crime and victimization that addresses root causes and identifies community capacity
- Guide resources, actions and activities at the front line to support approaches that are consistent with youth justice law and are proven to work

Business Line/Key Program Accountability:

- Contract Policing Services (CPS)/Community, Contract and Aboriginal Policing Services (CCAPS)
- National Police Services (NPS)

Plans and Priorities:

- prevent youth crime – address underlying causes, and respond to needs of young people, especially those in situations of risk (CCAPS) (NPS)
- optimize responses to youth who offend; place an emphasis on rehabilitation and integration through early intervention, meaningful consequences, restorative approaches and community-based involvement (CCAPS)
- seek input from communities, especially youth and youth-serving organizations – provide expertise and leadership in facilitating community-wide problem-solving with a balance of prevention and intervention strategies (CCAPS)
- focus on community-based early intervention efforts that address root causes of crime and victimization – as a component of the National Crime Prevention Strategy and supported by funding partnerships with National Crime Prevention Centre (CCAPS)
- ensure data quality – in terms of timeliness, accuracy, completeness, validity and reliability (NPS) (CCAPS)

- develop leading-edge policing practices – maximize research, information and expertise to develop and refine policing practices for youth and communities (CCAPS) (NPS)
- develop community capacity to use restorative justice processes for youth and Aboriginal communities (CCAPS)
- optimize support and responses to youth victims – promote pro-social values, reduce risk and increase protective factors for children, youth, their families and the broader community (CCAPS)
- build new and strengthen existing partnerships – pursue opportunities to consult, cooperate, coordinate and collaborate with various levels of government, non-government agencies, communities, youth and youth-serving organizations (CCAPS)
- contribute to public policy – participate in government policy development by contributing our experience; promote sharing of policy and research expertise and tools and techniques, both internally and externally
- communicate effectively – disseminate information internally and externally on good operational policing practices with youth and potential benefits of crime prevention achieved through social development

Key Partners:

DOJ; PSEPC (SGC); National Crime Prevention Centre (NCPC); Health Canada; Human Resources Development Canada (Department of Social Development) (HRDC [DSD]); Indian and Northern Affairs Canada (INAC); Canadian Heritage; Industry Canada; DFA (DFAIT); provincial agencies, communities, national and international organizations with mandates for children and youth, victims services organizations, other police agencies, and the education sector

Key Performance Measures:

- youth charge rates; number of youth dealt with outside the court system by Division
- number of youth charged
- number of chargeable youth not charged
- number of youth referred to Community Justice Forums
- percent of Detachments that have implemented plan to address identified youth crime problem or youth issue
- number of members trained in Safer Communities Workshop (Crime Prevention Through Social Development)



4. INTERNATIONAL POLICING (INCLUDING PEACEKEEPING)

Strategic Outcome: Effective support of International Operations

Outcome Statements:

- Use modern management and assessment practices to ensure the services provided meet the needs of our domestic and international clients and partners
- Contribute to the common priorities of combating organized crime and terrorism

Business Line/Key Program Accountability:

- Federal and International Operations (FIO)/Peacekeeping Services
- Protective Policing Services (PPS)
- National Police Services (NPS)
- Corporate Infrastructure/Strategic Direction (SD), Chief Information Officer Sector (CIO)

Plans and Priorities:

- build new and strengthen existing partnerships – strengthen existing relationships and build new partnerships in Canada and internationally (PPS) (FIO) (SD)
- strategically place and effectively use international services; based on sound intelligence/information, strategically located and appropriately tasked personnel (FIO)
- appropriately place liaison officers in foreign jurisdictions to assist Canadian investigators to collect evidence and gather intelligence related to organized crime activities (FIO)
- be intelligence-led: Operationalize the Ops model through effective, intelligence-based priority setting and decision making (FIO)
- inform public policy – provide valued input into public policy formation and decision-making regarding national and international issues (FIO) (SD)

- secure health and safety of employees – ensure the health and safety of all employees by providing them with appropriate information, training and equipment (FIO)
- communicate effectively – ensure that employees and relevant national and international communities are aware of the strategic direction, roles and responsibilities of Federal and International Operations (FIO) (SD)
- optimize enabling science and technology – optimize use of internal and external information systems/data and develop new processes to address gaps (FIO) (CIO/NPS/Technical Operations)

Key Partners:

PSEPC (SGC); CBSA; DFA (DFAIT); CIDA; DND; UN; Prime Minister's Office (PMO); the Organization for Security and Cooperation in Europe (OSCE); the Commonwealth Police Development Task Force (CPDTF); OAS; foreign law enforcement agencies; participating Canadian law enforcement agencies

Key Performance Measures:

- percentage of clients satisfied with our support of international operations
- percentage of clients/employees aware of Federal and International Operations' strategic direction, roles and responsibilities
- percentage of Travel and Visits Tracking System (TVTS) users with access to Health & Safety information, destination country information and travel documentation information
- percentage of Federal Units conducting data quality/integrity reviews
- number of integrated training and development projects with international partners
- number of 2003 International Policing evaluation recommendations addressed
- percentage of compliance with the travel policy
- number of new training programs developed
- number of new projects developed in partnership with the CIO, NPS and Technical Operations to optimize enabling science and technology



5. ABORIGINAL COMMUNITIES

Strategic Outcome: Safer and healthier Aboriginal Communities

Outcome Statements:

- Invest in the long-term wellness and safety of Aboriginal communities by being involved in initiatives surrounding education, employment, health and cultural development
- Find ways to prevent/resolve conflict by focusing on crime prevention partnerships, restorative justice processes and a holistic and culturally-sensitive approach to problem solving

Business Line/Key Program Accountability:

- Contract Policing Services (CPS)/Community, Contract and Aboriginal Policing Services (CCAPS)
- Corporate Infrastructure/Strategic Direction (SD), Human Resources Management (HRM)
- National Police Services (NPS)

Plans and Priorities:

- contribute to safer and healthier Aboriginal communities (CCAPS)
 - ▶ Diamond Profiling and International Data Base – The need for this new service has been driven largely by the attraction and involvement of organized crime in the diamond industry. The international diamond data base will be used to assist both national and international police agencies with investigations, support criminal charges in courts of law, and prevent crime in Canada and support public safety within the communities most influenced by this industry, which currently consist of a large component of northern youth and aboriginal workers (NPS).

- communicate effectively – enhance mechanisms for communicating with internal and external clients and partners (SD)
- ensure sound operational policy development – invest in and utilize policy-relevant research (CCAPS)
- ensure data quality/integrity – examine existing mechanisms (internal and external) for capturing operational data and suggested improvements to enhance intelligence capacity and service delivery (CCAPS)
- improve service delivery within Aboriginal Policing service line – examine/mitigate or remove structural barriers to improved service delivery and align existing resources (CCAPS)
- develop community capacity to use restorative processes – engage the community in a collaborative approach to preventing crime and problem solving; employ techniques and practices proven to work in the long term to prevent and address crime, for both victims and offenders (CCAPS)
- provide a culturally-sensitive police service – deliver a professional and culturally-sensitive police service, which is aligned with community needs, using various feedback and recommendations; to ensure our workforce recognizes diverse needs of Aboriginal clients and is equipped with right knowledge and tools for appropriate service delivery (CCAPS)
- demonstrate value for service – promote/profile Aboriginal Policing Services through a systematic approach to communications aimed at existing and potential clients in order to raise awareness of RCMP Aboriginal Policing Services, to ensure increased understanding and awareness of our commitment to Aboriginal people (CCAPS)
- build new and strengthen existing partnerships – identify and nurture strategic partnerships with organizations and individuals involved in addressing Aboriginal needs and issues; pursue opportunities to consult, cooperate, coordinate or collaborate with partners, including various levels of government, non-government agencies, Aboriginal communities, and Aboriginal-serving organizations, to reach defined goals and shared objectives (CCAPS)

Plans and Priorities – Strategic Priority Mapped to Business Line Accountability

- contribute to the development of public policy through consultation with federal and provincial/territorial partners
- recruit, develop and retain the right people – continue to attract, recruit, develop and maintain our Aboriginal complement (HR)

Key Partners:

Aboriginal communities and leaders; national Aboriginal organizations; INAC; DOJ; CSC; Office of the Federal Interlocutor for Métis and Non-status Indians; Department of Fisheries and Oceans (DFO); CIC; Health Canada; Canadian Heritage; HRDC (DSD); provincial Attorneys General; and provincial/territorial health officials



Key Performance Measures:

- implementation and update of community plans developed in consultation with Aboriginal communities in 2003/2004
- percentage change in actual offences reported/measurable issues in detachments serving Aboriginal communities
- number of members trained in "Aboriginal Perceptions"
- number of internal policies NAPS contributes to in order to ensure Aboriginal-specific consideration/content
- number of recommendations from the 2003/2004 Aboriginal Policing Service Line Snapshot report pursued by Divisions
- identification of the number of Aboriginal communities, served by RCMP, with active Restorative Justice programs/processes in place
- number of meetings held which support objective of providing culturally-sensitive police service
- percentage of detachments serving Aboriginal communities that have Aboriginal community service delivery profiles developed and posted on divisional intra/Internet sites

FINANCIAL TABLES



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

Table 1: Summary of Capital Spending by Program and Business Lines

(\$ millions)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Law Enforcement Business Lines				
<input type="checkbox"/> Federal and International Operations	28.0	25.4	25.7	25.2
<input type="checkbox"/> Protective Policing Services	2.8	4.6	0.6	0.6
<input type="checkbox"/> Contract Policing Services	74.1	71.9	69.6	69.6
<input type="checkbox"/> National Police Services	98.4	85.3	83.8	83.8
<input type="checkbox"/> Corporate Infrastructure	8.8	9.1	6.1	6.1
Departmental Total	212.1	196.3	185.7	185.2

Table 2: Details on Project Spending

		Current Estimated Total Cost	Forecast Expenditures to March 31, 2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Future Year Spending Requirements
(\$ millions)							
A. Federal and International Operations							
1	Ontario - Cornwall Detachment (seeking PPA)	20.3	0.5	8.3	11.5	0.0	0.0
B. Contract Policing Services							
1	British Columbia - 100 Mile House detachment replacement (PPA)	3.7	0.1	0.4	3.2	0.0	0.0
2	British Columbia - Golden detachment replacement (PPA required)	3.6	0.0	0.3	0.2	3.2	0.0
3	Alberta - Peace River - Detachment (project completion)	4.9	0.2	0.0	0.0	0.0	0.0
4	Saskatchewan - Saskatoon, District Office (EPA)	10.4	6.9	0.3	0.1	0.0	0.0
5	Saskatchewan - Modernization Telecom System (EPA)	49.6	0.4	9.3	15.7	10.0	2.0
6	North West Territories - Inuvik Detachment (PPA)	4.6	1.0	2.2	1.4	0.0	0.0
7	Nova Scotia - Amherst detachment replacement (EPA)	3.4	1.5	1.5	0.1	0.0	0.0
8	Newfoundland and Labrador - Holyrood District Office (EPA)	3.2	1.7	1.1	0.1	0.0	0.0
9	Newfoundland and Labrador - Modernization Telecom System (DA)	42.3	1.6	2.8	6.7	7.7	0.0
10	CIIDS Implementation (EPA)	17.2	0.5	1.0	0.0	0.0	2.5
11	Police Reporting & Occurrence System (PROS) (seeking EPA & PPA)	68.0	20.9	19.6	18.1	9.4	0.0
C. National Police Services							
1	Automated Fingerprint Identification System (AFIS) (DA)	9.3	1.9	1.6	1.6	1.6	1.6
2	CPIC Renewal ^{1 & 2}	96.6	14.0	16.2	10.2	0.0	0.0
3	National Criminal Justice Index (NCJI) ³	33.5	1.8	2.0	N/A	N/A	N/A
4	Lab Information Management Services (LIMS)	6.4	1.0	0.4	0.4	0.4	0.4
5	Livescan (DA)	17.5	1.9	2.3	2.3	2.3	2.3
6	Real Time Identification (RTID)	106.0	3.0	2.8	25.0	32.0	45.0
7	Regional Identification Fingerprint Information Access System (RIFIAS) (DA)	4.5	0.1	0.0	0.0	0.0	0.0
D. Corporate Infrastructure							
1	British Columbia - Chilliwack Training Facility (EPA)	3.1	0.1	0.0	0.0	0.0	0.0
2	Saskatchewan - Regina, New Mess, Centralized Training Facility (PPA)	7.7	0.6	6.7	0.4	0.0	0.0
3	Saskatchewan - Regina, Centralized Training Facility, Electrical distribution Network (seeking PPA)	5.4	0.4	1.5	1.1	2.0	0.0
4	Nunavut - Iqaluit - V Division HQ and Detachment (under review)	21.0	1.6	1.8	8.5	8.3	0.7
5	Ontario - Ottawa Connaught Range (seeking PPA)	12.3	5.5	4.0	0.0	0.0	0.0
6	Nova Scotia - Halifax Division Headquarters (PPA)	21.5	0.0	0.0	6.2	6.6	8.7
7	Cell Retrofit Program (underway)	21.0	3.0	5.7	2.0	0.0	0.0
Other							
Other controlled capital projects (between \$400K and \$3M)			77.9	64.4	54.4	60.9	
Notes regarding CPIC Renewal & NCJI:							
1 - The reported current estimated total cost for CPIC-R decreased from \$130.1M to \$96.6M. This is the result of the financial separation of the NCJI Project from the CPIC Renewal Project. Previously, the total estimated cost of NCJI of \$33.5M was included in the CPIC-R estimated total cost. The estimated total cost of CPIC-R, Project 1 & Project 2, excluding NCJI Project, is \$96.6M.							
2 - Estimated planned expenditures shown in fiscal year 2005/2006 are for costs associated with CPIC Ever-greening for 2005/2006 and future years.							
3 - NCJI Project is currently in Project Definition phase and is preparing to seek EPA for Spring 2004. The Project is in the process of preparing the detailed project plan and costing the future requirements for EPA. Therefore, the planned spending in 2004/2005 is a preliminary forecast amount, and the following fiscal years are currently under review.							

Table 3: Summary of Transfer Payments

(\$ millions)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Grants				
Corporate Infrastructure	56.4	60.0	62.2	63.5
Total Grants	56.4	60.0	62.2	63.5
Contributions				
National Police Services	0.3	0.4	0.4	0.4
Total Grants and Contributions	56.7	60.4	62.6	63.9

Table 4: Details on Transfer Payments Programs

(\$ millions)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Grants				
Corporate Infrastructure				
<input type="checkbox"/> RCMP Veterans Association	1,900	1,900	1,900	1,900
<input type="checkbox"/> International Association of Chiefs of Police	1,900	1,900	1,900	1,900
<input type="checkbox"/> Survivors of members killed on duty	1,500,000	1,535,000	1,800,000	1,800,000
<input type="checkbox"/> Pensions under the <i>RCMP Pension Continuation Act</i>	22,800,000	23,000,000	23,000,000	23,000,000
<input type="checkbox"/> Compensation of RCMP members for injuries received on duty	32,000,000	35,400,000	37,300,000	38,600,000
<input type="checkbox"/> Pensions to families of RCMP members who have lost their lives while on duty	63,000	100,000	100,000	100,000
Total Grants	56,366,800	60,038,800	62,203,800	63,503,800
Contributions				
National Police Services				
<input type="checkbox"/> Contributions to non-RCMP Canadian Police Force candidates attending Canadian Police College courses	340,000	386,080	386,080	386,080
Total Contributions	340,000	386,080	386,080	386,080
Total Grants and Contributions	56,706,800	60,424,880	62,589,880	63,889,880

Financial Tables

Table 5: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue

(\$ millions)	Forecast Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007
<input type="checkbox"/> Services				
Federal and International Operations	0.0	0.0	0.0	0.0
Contract Policing Services	1,002.7	1,045.5	1,022.6	1,022.6
Protective Policing Services	0.0	0.0	0.0	0.0
<input type="checkbox"/> Service Fees				
National Police Services	9.8	7.0	7.0	7.0
Corporate Infrastructure	13.4	7.0	0.0	0.0
Total Respendable Revenues	1,025.9	1,059.4	1,029.6	1,029.6

Non-respendable Revenue

(\$ millions)	Forecast Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007
<input type="checkbox"/> Privileges, Licences and Permits	8.9	7.6	7.6	7.6
<input type="checkbox"/> Refunds of Prior Years' Expenditures	3.6	6.1	6.1	6.1
<input type="checkbox"/> Return on Investments	0.0	0.1	0.1	0.1
<input type="checkbox"/> Miscellaneous	4.7	5.7	5.7	5.7
<input type="checkbox"/> Proceeds from Sales	2.3	2.0	2.0	2.0
<input type="checkbox"/> Proceeds from Asset Disposal	4.5	5.8	5.8	5.8
Total Non-Respendable Revenues	24.0	27.3	27.3	27.3
Total Respendable and Non-respendable Revenue	1,049.9	1,086.7	1,056.9	1,056.9

Table 6: Net Cost of Program for the Estimates Year

(\$ millions)	Total
Net Planned Spending	2,948.5
Plus:	
Services Received without Charge	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	52.6
Contribution covering employees' share of insurance premiums and expenditures paid by TBS	131.2
Worker's compensation coverage provided by Human Resources Canada	0.4
Salary and associated costs of legal services provided by Justice Canada	2.8
	187.0
	3,135.5
Less: Respendable Revenue	1,059.4
Less: Non-respendable Revenue	27.3
2004-2005 Net Program Cost	2,048.8

Financial Tables

Table 7: Loans, Investments and Advances (Non-Budgetary)

(\$ millions)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Loans				
Federal and International Operations	0.0	0.0	0.0	0.0
Total Loans	0.0	0.0	0.0	0.0
Repayment				
Federal and International Operations	0.0	0.0	0.0	0.0
	0.0	0.0	0.0	0.0
Corporate Infrastructure				
Y2K (T.B. # 826187)	-8.3	0.0	0.0	0.0
Total Repayment	-8.3	0.0	0.0	0.0
Total	-8.3	0.0	0.0	0.0

PLANS AND PRIORITIES BY GOVERNMENT OF CANADA MANAGEMENT INITIATIVES



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

MODERN COMPTROLLERSHIP

In 1999-2000, the RCMP joined the group of Comptrollership Modernization pilots and in April 2000, established a dedicated program office. Since then, the RCMP has continued to advance the integration and application of Modern Comptrollership (MC) principles and practices so that they are now embedded within the Force's strategic and management planning and decision-making processes. The business sense and improved management practices associated to MC have since been incorporated into our various human resource, financial and administrative management practices and procedures. As a result, Modern Comptrollership is no longer viewed as a separate, government initiative.

The RCMP has developed and refined a strategic planning, accountability and reporting framework and process that aligns priorities and plans with resource allocation and targeted results. Beginning with the Commissioner's Annual Directional Statement, together with the Strategic Framework and Priorities, clear results/outcome statements for business lines are linked to consistent corporate/government-wide priorities/departmental mandates.

The RCMP has a structured resource allocation process in place which is based on the achievement of its strategic priorities. Outcome statements are key elements of the balanced scorecard performance management tool which is now fully embedded within the RCMP culture and management processes.

During 2003-04, an Assistant Commissioner, Ethics and Integrity, was appointed; an Office of Ethics and Integrity was established; the new Values and Ethics Code for the Public Service was embraced by the RCMP, which complements the RCMP's own Code of Conduct under Section 37 of the *RCMP Act*; and a booklet entitled "Ethics and Integrity in the RCMP" was distributed to all employees.

In addition, in order to enhance common understanding of MC among RCMP managers, information on MC has been made available on the Intranet through the "Manager's Toolkit". MC is also an element of the Corporate Management and Comptrollership module which is delivered through the Officer Orientation and Development Course.

Plans and Priorities:

- plan communication initiatives to enhance and broaden awareness and understanding of the Treasury Board's *Management Accountability Framework* (MAF)
- ongoing monitoring of the RCMP Management Improvement Plan
- continue to be a "mentor" department, serving as a source of advice and guidance to other departments, as well as serving as a resource to the Canada School of Public Service
- continue to be a member of various central agency working committees at various levels (e.g., the Modernization Task Force of Deputies; the Comptrollership Council of ADMs; and the Directors General Working Group)

Plans and Priorities by Government of Canada Management Initiatives

INTERNET-BASED RCMP ON-LINE

As part of Government On-Line (GoL), the RCMP is committed to using the Internet to increase and improve the delivery of electronic information services to the Canadian public.

The RCMP Chief Information Officer (CIO) Sector, along with National Communications Services, coordinates Government On-Line (GoL) initiatives for the RCMP. There are several on-line service delivery projects well underway, including:

- **www.deal.org:** "by youth for youth" initiative that focuses on youth-related issues;
- **www.recol.ca:** Reporting Economic Crime Online, which facilitates citizen input to the police on economic crime; and,
- **www.cpc.gc.ca:** an e-Learning Center offered through the Canadian Police College, which provides distance-learning opportunities to all members of Canadian police and law enforcement agencies.

Efforts are also underway to provide and integrate on-line information across RCMP business lines, either directly through our Internet site (**www.rcmp-grc.gc.ca**), or in association with Public Safety and Emergency Preparedness Canada (Solicitor General of Canada) in their SafeCanada (**www.safecanada.ca**) portal site and the Justice and the Law "cluster" site (**www.jl-jd.gc.ca**). Information and services will also be consistent with the other existing service delivery channels – phone, mail, walk-in and kiosk.

Plans and Priorities:

- research the most effective way to employ the Internet to facilitate delivery of services to Canadians, and seek specific opportunities to employ that channel
- compile/establish business cases for and prioritize new Internet-based "citizen engagement electronic police service" informational and transactional site development projects based on the nature and extent of client requirements
- maintain a liaison with the Treasury Board's GoL Office, seeking approvals when required, staying conversant with current site development policies, procedures and best practices and ensure new RCMP GoL initiatives adhere to same

SERVICE IMPROVEMENT INITIATIVE

We remain committed to citizen-centered service delivery and a culture of continuous improvement. The Service Improvement Initiative (SII) has been integrated into the performance management regime which has been adopted (using the balanced scorecard methodology) in support of the RCMP's Strategic Framework. In this regard, we have:

- adopted a comprehensive continuous improvement planning, implementation and monitoring approach to service improvement and client satisfaction within the context of our planning and performance management regime;
- established documented baseline measures that extend well beyond citizen satisfaction-based ones as part of the Common Measurements Tool; and,
- incorporated into our integrated business planning processes the means to prepare and implement annual service improvement targets and plans based on documented survey results.

In more concrete terms, in 2003/2004, the RCMP undertook an important initiative to measure the satisfaction levels of its clients/partners/stakeholders/employees. A survey program was implemented to provide baseline data to organization-wide program planning and performance management.

Baselines were established to gauge satisfaction levels across the following groups: citizens; clients with whom we have policing contracts (provincial, territorial, municipal and First Nations); other policing agencies (both domestic and international); other federal partners and stakeholders; and, employees.

The survey questionnaires were developed with input from the Institute for Citizen-Centered Service and others, to ensure consistency with the principles of the SII and compliance with federal legislation and policy. The Common Measurements Tool was employed as a foundation for the surveys.

In 2004/2005, we will be conducting the next iteration of surveys. These results will be compared against those of the 2003/2004 Baseline Surveys to determine where improvements have taken place and where initiatives are required to improve the services offered to Canadians by the RCMP.

SUSTAINABLE DEVELOPMENT STRATEGY (SDS) – “Communities+ 2003”

Communities+ 2003 states 3 strategic priorities:

1) Sustainable Communities, 2) Stewardship of Resources, and 3) Corporate Responsibility. Our goals, objectives and targets support these priorities through progressive action plans that will promote integration throughout the department.

SDS “Communities+ 2003” sets out the integration process with time-lines for successful implementation and integration into our Operations sectors.

The RCMP's SDS has made the transition from an environmentally-focused strategy to one which will see full integration of sustainable development principles into all business lines within the department over the next generation of management.

We have set short-term targets (2008), mid-term objectives (2012) and long-term goals (2025).

Communities+ 2003 has initiated internal partnerships within the Operational community. We will continue to build bridges to expand upon and influence continual growth of the sustainable development principle within the RCMP.

Early results of these partnerships is positive, evidenced by the inclusion of sustainable development initiatives within the specific balanced scorecards of our primary partners.

Communities+ 2003 – 2008-2012-2025

Goals and Themes	Planned Results
1.0 Healthier and Safer Communities	<ul style="list-style-type: none"> investigate RCMP links, roles and partnerships relative to community sustainability (2006/2007) improved relationships with Aboriginal communities (2010) increased knowledge of Aboriginal peoples and communities (perceptions, issues, culture) (2007) an active partner addressing root causes of youth crime (2005) the link between sustainability and the initiatives to address the root causes and consequences of youth crime (2005) develop contract specification for collecting information on Integrated Pest Management, communicate benefits and implement strategy (IPM) (2007)
2.0 Stewardship of Resources (Increased capacity to sustain Canadian and global natural resources)	<ul style="list-style-type: none"> understand relationship between organized criminal activities and environmental degradation (2006) awareness and education on alternate fuel vehicles (2007) green building policy and integrated sustainable principles into facility management and design (2008) awareness training on waste reduction (2005)
3.0 Corporate Responsibility (Organization of excellence makes sustainable development a way of doing business)	<ul style="list-style-type: none"> understand the value of sustainable development principles in the recruitment, training, development and support of Aboriginal, and other members, in all ranks (2005) understand role in sustainable communities communicated through awareness programs (2009) business procedures and processes incorporate sustainable development principles/accountability (2011) effective partnerships relative to sustainable workforce (2007)

HORIZONTAL INITIATIVES



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

The increasing focus on horizontal initiatives and results over the past few years responds to the growing interest of Canadians and Parliamentarians who wish to understand and appreciate how departments contribute in a collective manner to the achievement of results.

Horizontal initiatives are defined as initiatives in which partners, from two or more organizations, have received program funding and have formally agreed (i.e., through Memoranda to Cabinet, Treasury Board Submissions, federal/provincial agreements) to work together to achieve shared outcomes.

In its day-to-day operations, the RCMP relies a great deal on its several partners to deliver the best possible services to Canadians.

We are engaged in an array of multi-jurisdictional and interdepartmental horizontal initiatives and are committed to improving the quality of the performance information in relation to these horizontal results.

The information provided below is a step toward this commitment.

For detailed information concerning horizontal initiatives, please consult the Treasury Board of Canada Secretariat's Horizontal Results Database at www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp.

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
1. Aboriginal Cadet Development Program (ACDP)	<ul style="list-style-type: none"> • culturally appropriate service 	Lead: RCMP HRDC (DSD), Province of Newfoundland/ Labrador	\$.3	<ul style="list-style-type: none"> • career opportunity for Aboriginal people who do not initially meet the RCMP entry requirements • culturally appropriate service
2. Aboriginal Justice Learning Network	<ul style="list-style-type: none"> • train enforcement officers, prosecutors and judges in the objectives, values and mechanics of Community Justice Forums 	DOJ	\$.063 (Anticipatory)	<ul style="list-style-type: none"> • training and information on restorative justice approaches

Horizontal Initiatives

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
3. Aboriginal Youth Training Program (AYTP)	<ul style="list-style-type: none"> to provide young Aboriginal people with training and police experience 	Lead: RCMP Canadian Heritage, PSEPC (SGC), HRDC (DSD)	\$100 [Anticipated funding from HRDC (DSD)]	<ul style="list-style-type: none"> young people advancing education recruitment of Aboriginal people
4. Canada's Drug Strategy	<ul style="list-style-type: none"> to consult, update and evaluate drug awareness initiatives to increase research capacity on substance abuse issues and emerging drug trends to conduct regionally-based enforcement targeted at marijuana grow operations and clandestine laboratories to develop Drug Recognition Expertise within the Canadian law enforcement community 	Lead: Health Canada PSEPC (SGC), RCMP, CSC, CBSA, DOJ	RCMP: \$57 over 5 years	<ul style="list-style-type: none"> enhanced coordination between federal agencies initiating Canada's Drug Strategy initiation/first-time drug use at older age reduced illicit drug supply and demand address new and emerging drug trends
5. Chemical, Biological, Radiological and Nuclear (CBRN) Response	<ul style="list-style-type: none"> to increase the preparedness and speed of response 	Office of Critical Infrastructure Protection and Emergency Preparedness (OCIEPP) and various government departments	Not available at this time	<ul style="list-style-type: none"> improved capacity to respond to possible or potential CBRN events
6. Counterfeit Analysis Project (CAP)	<ul style="list-style-type: none"> complete primary database for counterfeit currency intelligence for more focused enforcement and education 	Lead: RCMP Bank of Canada	No specific allocation; seconded analyst and equipment	<ul style="list-style-type: none"> reduced amount of counterfeit currency educated public in detection of counterfeit currency improved consumer and retailer confidence

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
7. Counterfeits Examination – Travel Documents	<ul style="list-style-type: none"> to expand databases and create expertise in travel documents 	CIC, DFA (DFAIT) (Passport Office), CSIS, HRDC (DSD), Motor Vehicle Branches, US Immigration & Naturalization Services, the US Secret Service	RCMP: \$.400	<ul style="list-style-type: none"> increased preparedness and speed of response
8. Canadian Police Information Centre (CPIC) Renewal	<ul style="list-style-type: none"> to provide secure access to verified information sources foster and facilitate information exchange between law-enforcement agencies 	<p>RCMP (National Police Services) CPIC Advisory Committee</p> <p>PSEPC (SGC), CSC, NPB, CCRA, CIC, Chief Firearms Officer</p>	Funded by the RCMP	<ul style="list-style-type: none"> a stabilized CPIC system to law-enforcement agencies across Canada several functionality improvements
9. Diamond Source Data Base	<ul style="list-style-type: none"> to create a Diamond Database 	Indian and Northern Affairs Canada (INAC), Natural Resources Canada (NRCAN), De Beers, Rio Tinto, BHP Minerals, Ashton Mining, Argyle Diamonds	<p>RCMP: Internal re-allocation</p> <p>One position funded via Organized Crime Memorandum to Cabinet</p>	<ul style="list-style-type: none"> increased crime prevention and investigative support

Horizontal Initiatives

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
10. Family Violence Initiative	<ul style="list-style-type: none"> to reduce family violence in Canada 	Canada Mortgage and Housing Corporation, DOJ, Canadian Heritage, RCMP, Statistics Canada, Status of Women Canada, INAC, HRDC (DSD), CIC, CSC, DND, PCO	\$7 (RCMP receives \$0.45 annually)	<ul style="list-style-type: none"> coordinated federal policy development and programming enhanced prevention and improved response implemented activities to reduce family violence increased public awareness with reduced societal tolerance reduced occurrence
11. Forensic Explosives Program	<ul style="list-style-type: none"> to directly support enforcement and intelligence by providing timely support to investigators in the analysis of pre- and post-blast exhibits 	FBI, ATFE, US Department of Justice, Natural Resources Canada, Explosive manufacturers, Victoria Police, Forensic Science Center (Australia)	RCMP: \$.86	<ul style="list-style-type: none"> improved capacity to prevent and respond to explosives incidents prosecute offenders

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
12. Integrated Border Enforcement Teams (IBETs)	<ul style="list-style-type: none"> to protect Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods 	<p>Core partners: RCMP CBSA Department of Homeland Security (US Custom and Border Protections – US Border Patrol, US Coast Guard, US Immigration and Customs Enforcement)</p> <p>Other partners: ATFE, Drug Enforcement Administration DOJ (US and Canada Attorneys General); Federal Bureau of Investigation; PSEPC (SGC) All local law enforcement agencies near the border</p>	RCMP: \$125 over 5 years	<ul style="list-style-type: none"> protect Canadian sovereignty keep open the flow of commerce and people across the border
13. Integrated Immigration Enforcement Teams (IIETs)	<ul style="list-style-type: none"> to mitigate the national security threat to Canada by prioritizing outstanding immigration warrants, apprehending wanted persons and identifying national security threats investigation of the illegal use of Canadian passports, citizenship frauds, fraud documents and their subsequent distribution 	CIC, RCMP and, in some cases, police of jurisdiction, CBSA	RCMP: \$18.7 over 5 years	<ul style="list-style-type: none"> review the outstanding immigration warrants for execution investigated and prosecuted criminal organizations

Horizontal Initiatives

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
14. Integrated Market Enforcement Teams (IMETs)	<ul style="list-style-type: none"> to enhance efforts to enforce capital market fraud offences and deter future occurrences of capital markets crime 	Lead: RCMP PSEPC (SGC), DOJ, Federal/ Provincial regulatory agencies	RCMP: \$15.4 other partners: \$4.6 total: \$20	<ul style="list-style-type: none"> contribute to confidence in Canada's capital markets
15. Integrated National Security Enforcement Teams	<ul style="list-style-type: none"> integrated response to investigate national security threats 	Lead: RCMP CSIS, CBSA, CIC, Provincial/ Municipal Police Forces	No specific allocation Funding for federal participation responsibility of contributing agencies RCMP responsible for funding of prov/municipal agencies	<ul style="list-style-type: none"> improved capacity to identify and respond to national security threats
16. Integrated Proceeds of Crime Initiative	<ul style="list-style-type: none"> removal of assets from criminal or terrorist groups and fund-raisers 	Lead: RCMP PSEPC (SGC) [IPOC partnership, includes: DOJ, Public Works and Government Services Canada, SPMD, FAMD, CCRA, (Invest and Tax), CBSA Other Provincial and Municipal police agencies], Civilian financial sector – i.e. CBA	\$38.693	<ul style="list-style-type: none"> seizure and forfeiture of assets from groups and individuals involved in criminal activity, or terrorist fund-raising
17. Law Enforcement Aboriginal Diversity (LEAD)	<ul style="list-style-type: none"> to form a network of police officers from policing agencies across Canada share best practices on Policing in Multicultural Society 	CACP Heritage Canada Winnipeg, Calgary, Vancouver, Halifax, Regina, Toronto, Halton, Montreal and Quebec Police Services "V" Division "D" Division	Canadian Heritage (\$.45/2 years)	<ul style="list-style-type: none"> integrated policing approach to culturally appropriate policing service

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
18. Mass-Marketing Fraud	<ul style="list-style-type: none"> to reduce the extent of fraudulent scheme activities based in Canada 	PSEPC (SGC), Ontario Provincial Police, Phone Busters National Call Centre, FBI, FTC, PSEPC, BC Solicitor General, US DOJ, BC DOJ, Competition Bureau, United States Postal Inspection Service, Vancouver Postal Service, CBSA, W. Union First Data Corporation, Federal Express, United Parcel Service US Department of Homeland Security/ US	\$4.52	<ul style="list-style-type: none"> reduced number of fraudulent scheme victims collection of intelligence and identify suspect organizations and individuals raised public education and awareness of related risks maintained confidence in electronic commerce
19. Marine Security	<ul style="list-style-type: none"> to conduct investigations of federal statute offences involving Canadian ports with National Security as a priority to identify gaps in Marine Security 	Lead: TC RCMP, CBSA, CIC, CCG, Provincial/ Municipal Police Forces, DND	\$11.5 over five years was received under the Marine Security MC	<ul style="list-style-type: none"> disrupted and/or eliminated capacity of organized crime groups to control the Ports to prevent the ports from being utilized as a conduit for the illicit entry of cargo and people enhance Armed Shipboarding capabilities provide assistance to TC in their Security Clearance Program assisted Transport Canada in developing responses to address marine security gaps

Horizontal Initiatives

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
20. Measures to Combat Organized Crime	<ul style="list-style-type: none"> to implement the new Bill C-24 support a number of initiatives in intelligence and investigations, policy development and research, consultations and legislative training 	Lead: PSEPC (SGC) RCMP, CISC DOJ, CSC	RCMP \$88.41 over 5 years; DOJ \$52.15 over 5 years; CSC \$2.5 over 5 years; PSEP \$6.94 over 5 years The RCMP funding over the 5 years is: \$20.73 for 2001-02; \$19.43 for 2002-03; \$17.57 for 2003-04; \$15.34 for 2004-05; and \$15.34 for 2005-06	<ul style="list-style-type: none"> enhance the coordination between federal law enforcement through improved criminal intelligence collection analysis and sharing increase support to investigations
21. Missing Children Program	<ul style="list-style-type: none"> work cooperatively and collectively in the search for the safe recovery of missing children 	RCMP (National Missing Children Services), CBSA, CIC, DFA (DFAIT), DOJ	Each partner contributes ten thousand dollars (\$10,000) from their current budget	<ul style="list-style-type: none"> operational assistance in returning missing children to their families research and program development for the safety of children (ie Amber Alert Program) educate public on the awareness of streetproofing children national and international border recoveries and apprehensions
22. National Crime Prevention Strategy	<ul style="list-style-type: none"> advance work of RCMP in Crime Prevention Through Social Development 	National Crime Prevention Centre, PSEPC (SGC)	\$45 (RCMP receives \$.675 per year)	<ul style="list-style-type: none"> training module and demonstration projects on Crime Prevention Through Social Development focus on communities with high needs (e.g., suicide, FAS) youth engagement

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
23. National Criminal Justice Index (NCJI)	<ul style="list-style-type: none"> to increase the connectivity of criminal justice information systems 	PSEPC (SGC), CBSA, CIC, DOJ, Treasury Board of Canada Secretariat (TBS)	No specific allocation	<ul style="list-style-type: none"> improved capacity to present information on a broad record of incidents and occurrences
24. National Initiative to Combat Money Laundering (NICML, C-22 Initiative)	<ul style="list-style-type: none"> to combat organized crime and terrorism financing by targeting money laundering 	Lead: Finance FINTRAC, CBSA, DOJ	\$4.52	<ul style="list-style-type: none"> more efficient and effective investigations remove the financial incentive of crime
25. National Search and Rescue Program (NSRP)	<ul style="list-style-type: none"> a cohesive and efficient national search and rescue program focused on response and prevention 	Lead: DND (National Search and Rescue Secretariat) Environment Canada (Meteorological Services Canada), DFO (Canadian Coast Guard), Parks Canada Agency, TC, RCMP	\$8.1	<ul style="list-style-type: none"> advance objectives of the NSP through use of the New Search and Rescue Initiatives Fund program focusing on partnerships, volunteers, R&D, response, prevention and information exchange
26. RECOL: Reporting Economic Crime On-Line	<ul style="list-style-type: none"> to enhance efficiency in collection of all fraud complaints as well as the sharing of information with domestic law enforcement, regulatory agencies and international partners 	Lead: RCMP Ontario Provincial Police (OPP), PSEPC (SGC), FBI and members of the G8; expanding to include private sector and regulatory agencies	\$ 1M (allocated to RECOL for economic crime from Measures to Combat Organized Crime). Total funding to address Economic Crime: \$1.88M annually between 2001-02 and 2004-05 and \$2.04M ongoing annually (to add 14 new investigators)	<ul style="list-style-type: none"> improved data collection and sharing of information increased confidence in e-commerce

Horizontal Initiatives

Horizontal Initiative	Key Result Commitment	List of Partners	Money Allocated by Partners (in millions)	Planned Results
27. Special Investigative Unit (SIU)	<ul style="list-style-type: none"> to prevent access of organized crime groups and terrorists to Canada through malfeasance and corruption at our Canadian embassies/missions 	CIC, DFA (DFAIT)	RCMP: \$.405	<ul style="list-style-type: none"> reduce the potential for criminals and/or terrorists to enter Canada from abroad
28. United Nations Mission in Sierra Leone, East Timor European Union Police Mission in Bosnia Sierra Leone Special Court United Nations High Commission for Refugees Coalition Provisional Authority in Baghdad, Iraq and in Amman at the Jordan International Police Training Center	<ul style="list-style-type: none"> timely and cost-effective provision of Canadian police personnel for peace support operations enhancement of Canada's international reputation increase in the quality of the services offered by police in international peace support operations 	Lead: DFA (DFAIT)/CIDA PSEPC (SGC) United Nations Peacekeeping Operations, United Nations High Commissioner for Refugees, European Union, 28 Canadian police services Coalition Provisional Authority	\$11.3	<ul style="list-style-type: none"> protection and promotion of international human rights standards a police service based on human rights & community policing principles which can gradually assume policing duties
29. War Crimes Program	<ul style="list-style-type: none"> to ensure that Canada does not become a safe haven for war crime criminals 	Lead: CIC CBSA DOJ RCMP	RCMP: \$0.682 Total for initiative: \$15.6	<ul style="list-style-type: none"> reduce the number of war criminals entering Canada through prevention, extradition, deportation and prosecution of war crimes

ACRONYMS

ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives	FIO	Federal and International Operations
CACP	Canadian Association of Chiefs of Police	FLS	Forensic Laboratory Services
CBSA	Canada Border Services Agency	GoL	Government On-Line
CCAPS	Community, Contract, and Aboriginal Policing Services	HRDC	Human Resources and Development Canada
CIC	Citizenship and Immigration Canada	I&IS	Information and Identification Services
CIDA	Canadian International Development Agency	INAC	Indian and Northern Affairs Canada
CIO	Chief Information Officer	MAF	Management Accountability Framework
CISC	Criminal Intelligence Service Canada	MC	Modern Comptrollership
CPC	Canadian Police College	NAPS	National Aboriginal Policing Services Branch
CPIC	Canadian Police Information Centre	NDDB	National DNA Data Bank
CPS	Contract Policing Services	NPS	National Police Services
CSC	Correctional Service of Canada	OC	Organized Crime
CSIS	Canadian Security Intelligence Service	PCO	Privy Council Office
DFA	Department of Foreign Affairs	PPS	Protective Policing Services
DFAIT	Department of Foreign Affairs and International Trade	PSEPC	Public Safety and Emergency Preparedness Canada
DFO	Department of Fisheries and Oceans	RCMP	Royal Canadian Mounted Police
DNA	Deoxyribonucleic Acid	SDS	Sustainable Development Strategy
DND	Department of National Defence	SGC	Department of the Solicitor General of Canada
DOJ	Department of Justice	SII	Service Improvement Initiative
DSD	Department of Social Development	SPMD	Seized Property Management Directorate
FAMD	Forensic Accounting Management Directorate	TC	Transport Canada
FBI	Federal Bureau of Investigation	UN	United Nations
FINTRAC	Financial Transaction and Reports Analysis Centre of Canada		

ADDITIONAL INFORMATION



Strategic Priorities

- ▶ Organized Crime
- ▶ Terrorism
- ▶ Youth
- ▶ International Policing (including Peacekeeping)
- ▶ Aboriginal Communities

Strategic Focus (Core Competencies)

- ▶ Prevention and Education
- ▶ Intelligence
- ▶ Investigation
- ▶ Enforcement
- ▶ Protection

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For general enquiries about the RCMP:

Telephone: (613) 993-7267
Web site: www.rcmp.ca/contact/index_e.htm

Additional Information

Additional RCMP Internet Sites:

RCMP Community Policing
RCMP Staff Relations Representative Program
RCMP External Review Committee
RCMP Learning and Development
RCMP Organized Crime Initiative
Sustainable Development Strategy

www.rcmp-grc.gc.ca/ccaps/compol_e.htm
www.rcmp.ca/html/srr_e.htm
www.erc-cee.gc.ca
www.rcmp-learning.org
www.rcmp.gc.ca/organizedcrime/index_e.htm
www.rcmp.ca/html/sustain_e.htm

Internet Sites of our Partners:

Canadian Security Intelligence Service
Correctional Service Canada
Department of Justice Canada
Public Safety and Emergency Preparedness Canada
(Solicitor General of Canada)
Department of Foreign Affairs (Department of Foreign
Affairs and International Trade)
National Parole Board
Treasury Board of Canada Secretariat
TBS Horizontal Results

www.csis-scrs.gc.ca
www.csc-scc.gc.ca
www.canada.justice.gc.ca

www.psepc-sppcc.gc.ca

www.dfait-maeci.gc.ca
www.npb-cnlc.gc.ca
www.tbs-sct.gc.ca
www.tbs-sct.gc.ca/rma/epi-ibdrp/hr-rh_e.asp

Other useful links:

CISC 2003 Annual Report on Organized Crime in Canada
Commission for Public Complaints Against the RCMP
DEAL (by youth for youth)
Department of Justice Canada – Youth Justice Renewal
Health Canada
Human Resources Development Canada
(Department of Social Development)
Inter-American Drug Abuse Control Commission
International Center for the Prevention of Crime
Interpol
National Crime Prevention Strategy
Volunteer Canada

www.cisc.gc.ca
www.cpc-cpp.gc.ca
www.deal.org
www.canada.justice.gc.ca/en/ps/yj/index.html
www.hc-sc.gc.ca

www.hrdc-drhc.gc.ca
www.cicad.oas.org
www.crime-prevention-intl.org
www.interpol.int/default.asp
www.crime-prevention.org
www.volunteer.ca

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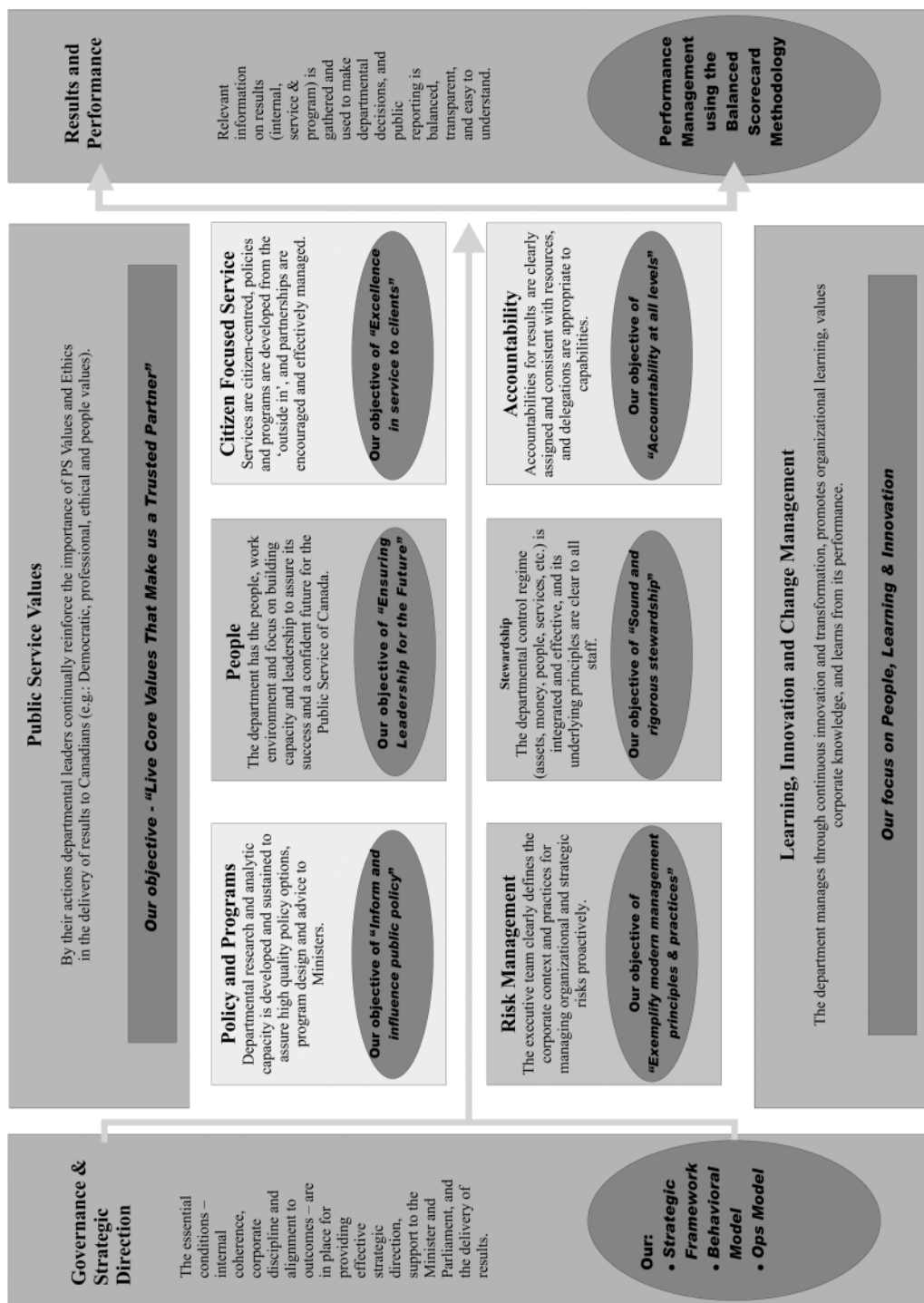
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APPENDIX A:

HOW THE RCMP IS ALIGNED WITH THE MANAGEMENT ACCOUNTABILITY FRAMEWORK (MAF)

RCMP alignment - TBS MAF



Treasury Board of Canada Secretariat Management Accountability Framework can be found on the TBS website at www.tbs-sct.gc.ca/maf-crg/images/maf-rcg-01_e.gif.

