# Royal Canadian Mounted Police

2016-17

**Departmental Results Report**

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

# Table of contents

# Minister's message

As Canada's Minister of Public Safety and Emergency Preparedness, I am pleased to present to Parliament the Royal Canadian Mounted Police's (RCMP) Departmental Results Report for the period ending March 31, 2017.

Throughout the 2016-17 fiscal year, the RCMP achieved a number of successes aligned with government priorities. More information is provided in this report, which details enforcement actions to support investigations related to National Security, Serious and Organized Crime, and Financial Crime.

Most importantly, the RCMP continued to respond to the diverse and evolving demands placed on law enforcement organizations. Efforts were focused on modernizing policies and equipment, and developing and implementing training programs that are essential for frontline personnel and community safety. Significant resources were dedicated to leveraging technology to support a more modern criminal justice system.

The RCMP also emphasized the development and review of practical and culturally competent policing services, accomplished in consultation with Indigenous organizations.

In closing, I wish to thank the women and men of the RCMP who continue to make important contributions to the safety and security of Canada and Canadians. Going forward, we will work together on ensuring open and accountable dialogue with the public, partners, and stakeholders.

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

# Results at a glance

**What funds were used?** Actual Spending of $3,017,626,084

**Who was involved?** 29,174 Full Time Employees

**Results Highlights**
- A new consultative group, the Circle of Change, was created to empower Indigenous young women and girls and address the issue of violence against Indigenous women and girls. Members of the group were selected for their expertise and leadership in a variety of fields – including economic development, health, education, social services, and the law – with meetings scheduled at RCMP Headquarters three times a year.
- The RCMP's First Responder Terrorism Awareness Program worked to increase national security awareness among first responders and those with a nexus to critical infrastructure across the country.
- The RCMP's National Child Exploitation Coordination Centre (NCECC) received 33,256 requests, complaints, and reports for assistance during the 2016-17 fiscal year, a rise of approximately 93% over the previous year. The number of investigational packages provided to police agencies of jurisdiction increased from 1,835 packages in 2015-16 to 3,398 packages in 2016-17.
- Canadian police assisted in building and strengthening law-enforcement capacity in fragile and conflict-affected countries with the deployment of over 119 Canadian police officers.
- The RCMP has adopted a proactive approach to post-traumatic stress disorder including: a 10-year longitudinal research study of RCMP cadets; the modernization of a Disability Management and Accommodation Program; and an RCMP support program for occupational stress injuries.
- A new Workforce Culture and Employee Engagement Unit, led by a senior officer, was created to provide the RCMP strategic direction and coordination on issues of gender, diversity, and inclusion as part of a cohesive approach to addressing workplace culture and achieving greater diversity and gender parity. The unit will act as the responsibility centre for the implementation of Gender Based Analysis Plus (GBA +) competencies across the RCMP, as well as ensuring oversight of its accountability framework.

For more information on the department's plans, priorities, and results achieved, see the "Results: what we achieved" section of this report. For more information on the department's organizational mandate letter commitments, see the Minister's mandate letter.[i]

# Raison d'être, mandate, and role: who we are and what we do

## Raison d'être

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

## Mandate and role

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

For more general information about the department, see the "Supplementary information" section of this report.

# Operating context and key risks

## Operating context

The RCMP operates in a complex and dynamic environment. Demographic changes have increasingly exposed vulnerable populations to criminal activity. Rapid advancements in technology and the increasing sophistication of organized crime have also created significant challenges for the RCMP.

A number of internal risks have been identified and are being addressed; however significant external risks remain that may impact the RCMP's ability to meet its objectives. The risks identified in the Corporate Risk Profile are described below.

Environmental Issues
More conflicts and protests may arise regarding natural resource development and natural disasters could lead to unpredictable and evolving operating environments. Policing costs and resourcing challenges will likely rise due to projected increases in protest-related law enforcement activities and natural disasters.

Cybercrime
Cybercrime is growing exponentially. Self-monitoring wearables are becoming more widespread and opportunities to exploit these technologies are becoming more sophisticated. Ransomware, cyberespionage, infrastructure attacks, and the connectivity of smart objects all present new challenges that directly and indirectly affect policing. The borderless nature of cybercrime significantly complicates police investigations.

Currently, the RCMP and Canadian law enforcement, in general, lack the tools and systems to properly track and assess the level of online or digital crime impacting Canadians. Where statistics indicate that crime levels in Canada are decreasing, these numbers do not reflect the growing threat of online or digital criminal activity. Going forward, it is important for the RCMP to remain focused on addressing this gap and improving its ability to track digital crime and measure its increasing impact on the Canadian public.

Science and Technology
In today's era of rapid technological change there is a requirement to overcome challenges around policing in a digital and globalized world. Digital communications are now fundamental to almost every national security and organized crime investigation, with the criminal element exploiting new telecommunication technologies to send messages through the Internet using mobile technology and computer devices, increasingly in an encrypted or anonymous manner.

While the collection and preservation of digital evidence has become vital in investigating the most serious of offences, evidence is distributed across dozens of devices and different

jurisdictional and international boundaries. Criminal organizations take advantage of innovative technology to organize crime, plan terrorist attacks, commit financial crimes, and recruit new members and affiliates.

Canadian law enforcement agencies require more sophisticated tools to have timely access to information that is necessary to investigate and prevent a broad range of criminal activities in this increasingly complex digital landscape. The rapid advancement of technology has created a necessity for law enforcement to be in step with technology to carry out lawful authorities to obtain digital evidence.

Applied research and development play a pivotal role in keeping pace with these advancements. However, high costs are associated with the implementation of new technologies and capacities in police services to combat these and other emerging criminal trends.

Terrorism-related activities
Terrorism continues to be recognized as a national security threat to Canada. The rise of non-state actors and the intersection of individual terrorist initiatives, clandestine terrorist cells, and established insurgent organizations underscore the potential of this threat. Canada is not immune to the rise in nationalist movements that is occurring in many parts of the world. Criminal and terrorist groups increasingly cooperate for financial and other gains, as a tech-savvy generation of terrorists are finding new ways and means to exploit and interact. Emerging technologies – including drones and Chemical, Biological, Radiological, and Nuclear substances and Explosives (CBRNE) – can be purposed for nefarious ends. In the past year, major terrorist attacks occurred in Belgium, France, Syria, the United States, the United Kingdom, and Russia. These threats have had and will continue to have an impact on policing in Canada.

## Key risks

Key risks

| Risks | Mitigating strategy and effectiveness | Link to the department's Programs | Link to mandate letter commitments or to government-wide and departmental priorities |
|---|---|---|---|
| **Resource Alignment Risk**<br><br>Risk of being unable to effectively sustain responsive resource allocation<br><br>Risk of managing reallocation decisions based on the highest priorities | The RCMP undertook a Federal Governance Review to inform conversations and determine if the current RCMP structure allows for an optimal balance between contract and non-contract mandates including the most efficient, effective, and sustainable way to deliver services.<br><br>Contract and Aboriginal Policing has increased compliance in relation to both the process and content of the Divisional Multi-Year Plans and adherence to timelines pursuant to Article 18 of the Police Service Agreement. | **Program:**<br><br>4.1 Internal Services<br><br>**Sub-programs:**<br><br>4.1.1 Management and Oversight Services<br><br>4.1.4 Human Resources Management Services<br><br>4.1.5 Financial Management Services | **RCMP priorities:**<br><br>Service<br><br>Engagement |
| **Management of Information Technology Risk**<br><br>Risk of being unable to sustain operational and administrative requirements, in keeping with the pace of revolutionary advancements in Information Management and Information Technology (IM/IT) | The RCMP continued to work with Shared Services Canada (SSC) to address aging infrastructure and ensure business models were adaptable to operational policing needs.<br><br>The IM/IT Program prioritized several activities to improve business management practices in an effort to transform the Program at the enterprise level. | **Programs:**<br><br>1.1 Police Operations<br><br>1.2 Canadian Law Enforcement Services<br><br>4.1 Internal Services<br><br>**Sub-programs:**<br><br>1.2.1 Scientific, Technical and Investigative Support | **RCMP priorities:**<br><br>Service<br><br>Innovation |

| | | | |
|---|---|---|---|
| | | 4.1.5 Financial Management Services<br><br>4.1.6 Information Management Services<br><br>4.1.7 Information Technology Services | |
| **Changing Threat Environment Risk**<br><br>Risk of inadequate situational awareness to make critical operational decisions based on timely and accurate information<br><br>Shifting operational realities – such as changing demographics, crime typology, access to new technology, and cyber threats – combined with aging and compartmentalized data warehouses continue to create significant challenges. | Training was provided on Community Conflict Management to prepare members on their roles and responsibilities, while providing support to divisions/detachments in establishing and maintaining open and transparent lines of communications with all stakeholders during large scale protests. | **Programs:**<br><br>1.1 Police Operations<br><br>1.2 Canadian Law Enforcement Services<br><br>2.1. International Policing Operations<br><br>**Sub-programs:**<br><br>1.1.1 Contract Policing<br><br>1.1.2 Federal Policing<br><br>2.1.3 Liaison Mission | **RCMP priority:**<br><br>Service |
| | The RCMP continued to operationalize strategies designed to address the issue of missing and murdered Indigenous women and girls and to focus efforts on violence prevention against Indigenous women and girls. | | |
| | The RCMP continued to strengthen relationships under the Countering Radicalization to Violence Outreach and Engagement Strategy. These efforts assisted in improving knowledge and understanding between communities and public safety agencies, enhancing trust, and building a conduit for positive communication. | | |
| | The RCMP continued to support international capacity building. From April to September 2016, 102 police officers were deployed to peacekeeping missions through the Canadian Police Arrangement. On average, 20% of these police officers have been female, meeting the goal of the UN and the RCMP to increase the representation of females in police peacekeeping roles. | | |

| Management Practices Risk | Force Generation was designed to address vacancy patterns and identify the costs and timings associated to recruiting and training components. Information collected thus far has served to inform discussions and briefings to Public Safety on the RCMP's recruiting realities including financing. A ramp up to 40 troops for 2018-19 has since been approved. | Programs: | RCMP priorities: |
|---|---|---|---|
| Given the size, complexity, and diversity of roles employees fill within the organization, those placed in supervisory and management positions may be unable to access timely and consistent learning opportunities and policy support to adequately position them to meet organizational expectations and provide appropriate and timely guidance to employees. | | 1.1 Police Operations<br><br>1.2 Canadian Law Enforcement Services<br><br>2.1 International Policing Operations<br><br>4.1 Internal Services | Service<br><br>Innovation<br><br>Engagement<br><br>Accountability |
| | As a result of modifications to the RCMP Act, work continued on the Category of Employee Project to address questions and issues pertaining to the deeming of civilian members as Public Service Employees. | **Sub-program:** | |
| | Under the national initiative of Ethical Governance, the RCMP worked on developing and implementing quality assurance and compliance processes in relation to professional responsibility processes. | 4.1.4 Human Resources Management Services | |

The RCMP has a broad mandate to provide international, federal, Indigenous, provincial/territorial, and municipal policing services, all in an environment that is dynamic and increasingly complex. Policing faces new challenges driven by increased concerns around terrorism and extremism, organized crime, changing demographics, rapid technological advancements and increased demands on policing resources. The organization continued to direct efforts in support of the Government of Canada's outcomes by demonstrating leadership, innovation and respect for Canadians and each other. Risk response strategies were concentrated on innovative IM/IT practices, focused police operations, and efficient and effective use of resources.

To address the management of information technology risk, the RCMP continued to support efforts to centralize government services. The RCMP further supported the integration of enterprise-based management within its national IM/IT Program so that it will be managed as an enterprise. Emphasis was also placed on providing a consistent approach to IM/IT across the organization, with shared infrastructure, systems, expertise, and costs. The RCMP augmented information systems and fostered a collaborative environment to enhance cost-effective service delivery, all in an effort to support a robust and effective IM/IT Program that met the needs of frontline officers.

To respond to risks from a changing threat environment, the RCMP continued to build on strategies that focused on proactive detection, prevention, and response. Significant attention was placed on strategies to counter radicalization to violence, raise awareness, and mitigate risks of violent extremism. Efforts were also aimed at increasing community engagement, as well as modernizing international operations and strengthening partnerships with domestic and foreign agencies to enhance prevention and enforcement activities in Canada and abroad. In addition, new training was developed on community conflict management that was focused on increasing trust, respect, and mutual understanding between police and stakeholders during protests. Strengthening relationships with Indigenous communities and efforts toward preventing violence against Indigenous women and girls were also a priority undertaking.

The management practices risk was updated in 2016-17 as the RCMP will have to adapt to a new operational context once a labour relations regime for regular members is established and implemented. The organization also prepared for the deeming of civilian members to Public Service Employees in 2018. Moreover, cadet training is being ramped up to address vacancy patterns.

# Results: what we achieved

## Programs

## Police Operations
### Description

Under the authority of the RCMP Act, this Program provides Canadians with policing services at the federal, provincial/territorial, and municipal levels and within Indigenous communities. As described in the RCMP Act, these services include all duties that are assigned to peace officers in relation to: the preservation of the peace, the prevention of crime and of offences against the laws of Canada and the laws in force in any province/territory in which they may be employed, and the apprehension of criminals and offenders and others who may be lawfully taken into custody; the execution of all warrants, and performance of all duties and services in relation thereto, that may, under the RCMP Act or the laws of Canada or the laws in force in any province/territory, be lawfully executed and performed by peace officers; and, the performance of other duties and functions as are prescribed by the Governor in Council or the Commissioner. This Program contributes to a safe and secure Canada by providing general law enforcement activities as well as education and awareness activities delivered by employees of the RCMP to the public, businesses, and other agencies/organizations within Canada. The RCMP's education and awareness activities – such as information sessions on crime prevention, national security, financial crime, and drugs and organized crime – are aimed at reducing victimization of Canadians. This Program also ensures the protection of designated persons and security at major events, which in turn mitigates any potential threats to Canada's population. Finally, this Program delivers a high level of technical and operational support to the Canadian law enforcement community. Taken together, these activities ensure the RCMP reaches its overarching goal of reducing criminal activity affecting Canadians.

### Results

Contract Policing

The RCMP continued to develop national policies and procedures to govern contracted enforcement activities, the Criminal Code of Canada, and traffic services, in eight provinces and territories. This included:
- Providing national coordination, expertise, and leadership on effective ways of increasing situational awareness
- Preventing, reducing, and intervening on crimes by focusing on risk factors before criminal activity takes place
- Promoting crime prevention practices

- Developing and modifying policy, training, equipment, and best practices for the provision of effective policing services

Contract Policing also prioritized collaboration and communication with its partners from provincial and territorial governments, as well as with Public Safety Canada. An internal audit of Information to Support Provincial and Territorial Police Service Agreements (PSAs) was conducted in 2016-17.[ii] The audit found that forecasting processes were reasonable to estimate contract policing costs, and that billing was consistent with the confirmed budgets of the provinces and territories. Overall, a reasonable cost allocation was found to be applied to support invoicing, and revenues collected were generally consistent with the PSAs. The RCMP agreed to address the few areas for improvement that were identified including the development of common tools to calculate costs.

Throughout the reporting period, Contract Policing modernized its policies and equipment, and developed and carried out training programs that were essential for frontline personnel. Focus continued on implementing recommendations made following the shooting incidents in Moncton, New Brunswick in June 2014, with advancements made in the fields of officer safety, equipment, and training.

The RCMP also continued to implement its impaired driving strategy by developing and providing training to officers to increase their capacity and ability to detect, articulate, and form reasonable grounds for the enforcement of drug impaired driving. Furthermore, the RCMP continued to work with Public Safety to implement a pilot project on oral fluid devices. Additional training throughout the year focused on: large-scale protests; training to enhance skills for missing persons investigations; and Indigenous awareness training designed to address the history, culture, diversity, language, spirituality, and demographics of First Nations, Inuit, and Métis people.

## Creation of a Sexual Assault Review Team

**In consultation with key federal, provincial/territorial, municipal, and advocacy partners, the RCMP has created a Sexual Assault Review Team to review all aspects of sexual assault files and make recommendations to improve future RCMP investigations.**

Contract Policing provided enhanced policing services to Indigenous communities and Indigenous peoples under the terms of Community Tripartite Agreements and the First Nations Policing Program. The RCMP continued to support the First Nations Policing Program,

providing First Nation communities with an opportunity to participate with provincial, territorial, and federal government representatives in the development of dedicated policing services for their communities. The RCMP also focused on developing practical and culturally competent policing services, which were accomplished in consultation with Indigenous organizations. Education tools were developed to increase awareness and to ensure that policies and programs were reflective of the needs of Indigenous peoples. Proactive and preventive programs specific to Indigenous communities were developed and delivered, in an effort to improve community capacity to prevent crime through social development initiatives. Moreover, the recruitment of Indigenous people was promoted and encouraged throughout the organization.

In 2016-17, the RCMP also formed an inquiry team at National Headquarters in response to the National Inquiry into Missing and Murdered Indigenous Women and Girls. Contacts and teams have since been created in all RCMP divisions. The RCMP also took part in the North American Working Group on Violence against Indigenous Women and Girls and presented to the Native Women's Association of Canada and to the Canadian Association of Chiefs of Police on the issue of Missing and Murdered Indigenous Women and Girls.

Federal Policing

Federal Policing plays a central role in the Government of Canada's overarching priority to provide for the safety and security of Canadians, and supports a wide range of activities under four investigative themes: cybercrime, financial crime, national security, and serious and organized crime.

The capabilities of Federal Policing in relation to cybercrime were enhanced through the successful, targeted recruitment of highly skilled analytical and technical talent. In collaboration with key departments and agencies, Federal Policing was fully engaged in the Minister of Public Safety's efforts to review existing measures to protect Canadians and critical infrastructure from cyber threats. Organization-wide consultations were launched to help develop a comprehensive picture of the current cybercrime threat landscape, both at the federal and contract level of policing. These efforts were undertaken to highlight the capacity gaps and challenges that exist as they relate to the RCMP's ability to respond to crime in the digital era. In addition, Federal Policing's cyber team worked to gather and analyze cybercrime information to generate intelligence and identify operational opportunities. This work was conducted in partnership with domestic and international law enforcement agencies, government stakeholders and, where appropriate, industry partners. For example:

- Collaboration between the RCMP, Canada Post, and the Canada Border Services Agency led to numerous seizures and the detention of an individual involved in the international distribution of narcotics using the Darknet – a computer network with

restricted access frequently used for illegal and anonymous activity. The investigation included international collaborative efforts that led to several dozen charges. Public notice was posted online indicating that Canada was no longer a safe place to order illegal narcotics on the Darknet.

- The RCMP worked with international partners to investigate and charge individuals involved in the operation of a large cybercrime network that infected millions of computer systems and caused millions of dollars in damages. The RCMP successfully worked with international partners to collect, use, and share actionable information in a combined effort to disrupt and charge those responsible for the operation of that network.
- The Federal Policing cyber-intelligence team provided actionable intelligence garnered from Canadian sources and foreign partners that was essential to advancing investigations on prolific foreign-based cybercriminals targeting Canadians and other victims around the world. In addition, the cyber-intelligence team developed an analytical tool in conjunction with international partners, with the objective of analyzing large amounts of data.

Federal Policing continued to use money laundering enforcement as a means to disrupt criminal activities. In support of the RCMP's 2015 Anti-Money Laundering Strategy, the organization continued to improve its ability to effectively identify and undertake complex money laundering investigations, and worked with other Government of Canada departments and agencies to modernize Canada's anti-money laundering regime. To this end, and in consultation with the Public Prosecution Service of Canada, training programs were revised, such as the Money Laundering and Proceeds of Crime training course. Best practices from law enforcement in the United Kingdom were also integrated in the training offered to members.

In 2016-17, Federal Policing continued to investigate national security threats in Canada; two investigations resulted in charges during the reporting period. Furthermore, in August 2016, the RCMP successfully disrupted a terrorist attack in Ontario where an individual, Aaron Driver, was planning an attack using a homemade explosive device to target an urban centre. This operation involved close collaboration between domestic and international partners.

Federal Policing was involved in a range of initiatives to combat threats to National Security, including the issue of radicalization to violence. The Program completed research and development of an evidence-based indicators and warning tool for use by National Security investigators and intelligence analysts. A training course on Indicators of Mobilization to Terrorism was designed and piloted, with delivery to be completed in the fall of 2017.

Furthermore, in 2016-17 the RCMP enhanced the First Responder Terrorism Awareness Program to increase national security awareness among first responders and those with a nexus

to critical infrastructure across the country, all in an effort to identify and neutralize national security threats at the earliest possible stage. The Counter-Terrorism Information Officer Program was developed to provide individuals with terrorism awareness training that draws upon the expertise of various areas within the RCMP National Security Program.

The RCMP also continued to play a role in the Syrian refugee resettlement process to Canada. In particular, Federal Policing created information bulletins and delivered 25 awareness sessions across nine provinces, educating RCMP members and policing partners about newcomers' settlement processes and needs, as well as the role of police during the integration process.

The RCMP's Protective Policing program – which provides security and ensures the safety of Canadian dignitaries, Internationally Protected Persons, major events, and selected Canadian air carrier flights – underwent a major transition to enhance its service delivery model. As part of this evolution, the RCMP's National Division assumed responsibility for the operational aspects of the program. During the reporting period, the program provided security for 23 major events, and kept all Canadian officials and dignitaries safe and secure.

In support of its serious and organized crime priority, the RCMP continued to combat illicit opioids and engaged with other Government of Canada departments involved in efforts to legalize, regulate, and restrict access to cannabis. In 2016-17, Federal Policing implemented a national operational strategy targeting synthetic opioids to detect, disrupt, and dismantle criminal networks, including identifying and disrupting the activities of international synthetic opioid suppliers. In addition to working with international partners, an Organized Crime Joint Operations Centre (JOC), consisting of representatives from the RCMP, Canada Border Services Agency (CBSA) and Canada Post, was established as a central component to the strategy. The JOC collected and analyzed information on the importation of synthetic opioids and precursors to Canada, establishing trends and identifying enforcement opportunities for investigators.

The RCMP and China's Ministry of Public Security (MPS) also renewed a formal agreement to cooperate on combating crime. In particular, the RCMP and MPS agreed to focus on investigating and disrupting the illegal export of fentanyl to Canada. Likewise, Federal Policing developed and distributed outreach products pertaining to fentanyl, including drug lab awareness sheets and a fentanyl fact sheet distributed for awareness and educational purposes.

Federal Policing continued to co-lead Operation Northern Spotlight, a Canadian law enforcement outreach operation that proactively targeted vulnerable persons to identify and assist those that may be at risk of human trafficking. During the coordinated investigation in October 2016, 32 people were charged with 78 offences and police were able to ensure the safety of 16 people who had been working in the sex trade as minors or against their will.

Throughout the reporting period, Federal Policing demonstrated further operational successes related to serious and organized crime. For example:

- A criminal investigation involving a motorcycle club in Newfoundland revealed members and associates were trafficking prescription drugs, other illicit drugs, and contraband tobacco; using intimidation; and involved in prostitution. Charges were laid against 11 people and the entire motorcycle club was dismantled.
- Working closely with CBSA, the Criminal Intelligence Service of Nova Scotia, and the Canadian Air Transport Security Authority, the RCMP in Nova Scotia uncovered a conspiracy to import over one ton of cocaine into Canada from Colombia, as well as individuals possessing and trafficking cocaine. As a result, six people were arrested in Nova Scotia and Ontario.
- Federal Policing also led an investigation into a group supplying cocaine in British Columbia. During the 14-month investigation, RCMP resources at the federal, provincial, and municipal levels collaborated to disrupt and dismantle this organized crime group. In June 2016, enforcement action was taken leading to the seizure of cocaine, heroin, several firearms, thousands of ammunition rounds, body armour, vehicles, a cocaine press, and a large amount of cash. Four people were charged with drug and criminal offences.
- Based on Federal Policing's criminal intelligence research, including the examination of flight data and financial information, a criminal organization and narcotics trafficking route in southeastern Ontario was identified, which resulted in a search of an inbound flight suspected of carrying narcotics. Four hundred and sixteen kilos of cocaine were discovered and three persons were arrested – one of the largest seizures in Pearson Airport's history.

Technical Services and Operational Support

In 2016-17, Technical Services and Operations Support (TSOS) developed and/or acquired a total of 236 new and innovative tools, techniques, and solutions. These innovative tools addressed: network interception; device tracking in real time; alternative data capture; and data processing and formatting for investigative, analytical, and evidentiary purposes. Technical Operations received a total of 4,259 digital devices for analysis, the majority of which were for the extraction and analysis of data pertaining to national security and serious and/or organized crime investigations. Over the past few years, the number of requests for forensic data extraction and interpretation increased as a result of the number of new or updated digital devices available to the public. While the absence of certain forensic solutions and the growing challenges of encryption remain as concerns for law enforcement, the RCMP has collaborated with domestic and internal partners to collectively develop operationally and forensically sound solutions for these devices wherever possible.

<div style="text-align:center">

## Operation J-Tornado

</div>

**In 2016-17, the RCMP's Technical Investigation Services (TIS) provided assistance on Operation J-Tornado, a three-year long investigation into drug trafficking in New Brunswick. A total of 28 people were arrested by police in September 2014. At least 12 of them have been convicted and sentenced. Shane Williams and Joshua Kindred, who were equal partners and the heads of a criminal organization, were found guilty on all charges laid. They were sentenced to nine years and 11 months and six years respectively. Police put dozens of RCMP-supplied BlackBerry devices into the hands of New Brunswick drug suspects using a paid agent. Emails from the smartphones were directed through RCMP servers, with more than 30,000 messages intercepted and analyzed by police.**

Protective Technologies completed 2,936 service requests in the National Capital Region (NCR) while concurrently supporting the continual development, implementation, and assessment of technical security solutions by leveraging its research and development capabilities and extended network of collaborators. This represented an increase of 27.5% compared to the previous fiscal year. The program completed a total of 23,443 Corporate Security Amalgamated System transactions during the reporting period and expanded its partnership with SSC, with the provision of an RCMP corporate security infrastructure to seven SSC locations in the NCR. As a result of this service agreement, 70 access points and 135 intrusion zones were implemented. Ongoing efforts were made in maintaining and ever-greening existing security technology infrastructure to ensure the consistent delivery of its electronic and mechanical physical security programs and related security systems. Additionally, security expertise was provided for the North American Leaders Summit, on Parliament Hill, and to the temporary official residence of the Prime Minister.

The CBRNE Operations and divisional Explosive Disposal Units responded to 989 service calls, nationally, on issues related to suspicious packages and powders, disposal of pyrotechnics and commercial explosives, recovery of military munitions, security and preventive sweeps, bomb threats, and assistance on search warrants. Two operational examples illustrate the work accomplished by CBRNE during the reporting period:

- In February 2017, CBRNE Operations responded to a complaint of a suspicious envelope believed to contain a white powder which was mailed from the United Kingdom to a Mosque located in Ottawa.  The envelope contained a letter which was menacing in nature. It had crude and inaccurate rhetoric in relation to terrorist events around the world including the killing of six Muslims in Quebec City. Two individuals were exposed to the suspicious substance within the envelope. The contents of the envelope were examined by CBRNE Operations and the presence of radiological materials was immediately ruled

out. The RCMP and its partners in the Government of Canada's scientific support network, coordinated the laboratory testing of the suspicious substance. The chemical and biological examination results promptly ruled out the presence of a threat and the scene was returned to normal.

- In November 2016, CBRNE Operations responded to a suspicious vehicle event in Ottawa. The owners of the vehicle found a two-way radio taped to the handle of the driver's door. The individuals were directed to shelter in place and the joining road was closed off to vehicle and/or pedestrian traffic. CBRNE Operations deployed robotics to investigate the scene, remotely removed the radio from the vehicle and confirmed that no additional components were attached to the vehicle. A visual inspection of the interior of the vehicle was conducted and a CBRNE Operations explosive detection dog was utilized to inspect the vehicle and surrounding area. Through the coordinated efforts of manual, robotics, and police dog searching techniques, the scene was declared safe and returned to normal in short order.

CBRNE also recorded 16 radio frequency countermeasure deployments, provided to either prevent the remote activation of improvised explosive devices or to prevent communication between criminals or terrorists during a crisis situation.

The RCMP's Air Services Operations flew a total of 16,317 hours, or approximately 2.4 million nautical miles. Approximately 12,000 hours, or 72% of total hours flown, were devoted to support federal, provincial, and municipal investigations including the transportation of prisoners, exhibits, passengers, surveillance, border patrol, search and rescue, missing persons, and Emergency Response Team call outs.

In addition to the aforementioned undertakings, TSOS provided specialized technical investigative services internally and externally to partner agencies, which included criminal profiling, polygraph, interview/interrogation, and statement analysis techniques. The Truth Verification Section conducted more than 60 forensic tests and analyzed over 250 veracity questionnaires for RCMP operations, Integrated National Security Enforcement Teams, and sensitive investigations. In support of national recruiting efforts, over 2,700 pre-employment polygraph (PEP) examinations were completed across Canada. In 2016, a pilot project was initiated for the PEP test, involving a modified approach to existing examinations with the intent of increasing efficiency and validity and reducing test time. At the end of the study, findings showed that the revised PEP test reduced inconclusive tests by 6%, increased passing results by 11%, and reduced overall test time. With these positive results, the new approach will become the standard for PEP testing across Canada.

Results achieved

| Expected result | Performance indicators | Target | Date to achieve target | 2016-17 Actual results | 2015-16 Actual results | 2014-15 Actual results |
|---|---|---|---|---|---|---|
| The rate and severity level of crime is reduced | Percentage of Canadians who strongly agree or agree with the statement "I am satisfied with the RCMP's contribution to a safe and secure Canada" | 80% | March 31, 2017 | 80% | N/A[iii] | N/A[iv] |
| | Reduction in the severity level of crime in Canada in RCMP jurisdictions | 96 | March 31, 2017 | 100.32 | 100.22 | 91.74 |
| | Reduction in the per capita rate of crime in Canada in RCMP jurisdictions | 8,854 | March 31, 2017 | 8,679.43 | 7,247.24 | 8,318.84 |

Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 1,663,704,437 | 1,663,704,437 | 1,958,475,392 | 1,838,068,322 | 174,363,885 |

Human resources (full-time equivalents)

| 2016-17 Planned | 2016-17 Actual | 2016-17 Difference (actual minus planned) |
|---|---|---|
| 22,197 | 22,129 | (68) |

# Canadian Law Enforcement Services

## Description

This Program provides the Canadian law enforcement community with the necessary scientific, technical, investigative, and educational support to deliver proactive, intelligence-based policing, and law enforcement services to their respective communities and partners. Additionally, this Program provides educational opportunities to members of the Canadian law enforcement community to enable them to develop their skills, thus increasing their effectiveness in contributing to a safer Canada.

**Results**

Scientific, Technical and Investigative Support

Building on significant gains achieved by the Real Time Identification Project (RTID), the RCMP continued to advance towards the creation of an automated, paperless national criminal record information system. In 2016-17, Canadian Criminal Real Time Identification Services (CCRTIS) assisted contributing agencies as they progressed towards electronically submitting all criminal and civil fingerprints. CCRTIS can now accredit private fingerprint companies and directly assist them to electronically submit fingerprints for civil criminal record check purposes. Over 60 accreditation clearances were completed over the reporting period, in addition to the over 65 accreditation clearance requests that were received.

Further efforts were expended to support the Biometrics Expansion Project, a four-year, $146.7 million Major Crown Project led by Immigration, Refugee and Citizenship Canada. The project will make it mandatory for all individuals wishing to enter Canada to provide their fingerprints for screening against the National Repository of Criminal Records and the Immigration and Refugee Database for all temporary visas, work permits, study permits, and individuals making a temporary resident or permanent resident application (excluding American citizens).This project remained on track with several milestones achieved in 2016-17 including: the implementation of IT enhancements in the RTID system to support Bio-Expansion; the completion of RCMP business requirements; and the completion of information sharing testing and certification for Australia, which brought online the second of five countries currently sharing immigration information.

CCRTIS continued to work on the Criminal Justice Information Management (CJIM) project to improve the quality of criminal record submissions, standardize processes, and enable modern technologies to further business efficiency. Since its creation, CJIM has provided police and other contributing agencies with the ability to enter the results of court rulings (dispositions)

electronically and directly into the National Repository, which is accessed through the Canadian Police Information Centre (CPIC) system, effectively bypassing labour-intensive submission processes. As of March 31, 2017, 1,159 of 1,578 contributing agencies, or 73%, were on-boarded to CJIM disposition reporting, resulting in 87% of dispositions entered electronically during the reporting period. CCRTIS is now targeting all agencies to be CJIM-enabled by September 2017.

Work also continued on the elimination of the current backlog of criminal record dispositions awaiting update to the National Repository of Criminal Records. Due to the successful rollout of the CJIM application and the corresponding decline in paper disposition reporting from contributing agencies, the size of the backlog is now in a steady downward trend. The elimination of priority files (containing violent and sexually-based offences) is projected by early 2018.

The Canadian Police Information (CPI) Centre[v] continued to provide functional guidance and oversight for its national information sharing tools. These tools provided secure, timely, and accurate criminal justice and public safety information to Canadian and international law enforcement agencies, as well as domestic agencies having a role complimentary to, and in support of, law enforcement. In 2016-17, CPIC was queried an average of 674,932 times per day by these agencies. In conjunction with the RCMP's IM/IT Program, the CPI Centre provided proactive updates and responded to user needs. During this past year, the CPI Centre's central database was significantly enhanced with the introduction of photo functionality, which has increased the relevancy and accuracy of information shared by contributing agencies.

## Use of Fingerprint Evidence

**In January 2017, the RCMP's Integrated Forensic Identification Service successfully defended fingerprint evidence at a criminal trial, which had questioned its use as a legitimate identification practice. The RCMP provided the testimony of internal experts and successfully defended fingerprints as an identification method, and explained subjectivity, bias, and statistics relating to fingerprint identification. Failure in this case would have had a significant impact on all fingerprint identifications.**

In order to meet or exceed international standards, Integrated Forensic Identification Services continued to be involved with several national and international standardization committees. As a result, critical policies related to verifications, false exclusions, and disaster victim identification have been or will soon be implemented. To further improve program efficiency and quality of service, the Program revamped existing training modules, worked proactively with

the Canadian Police College to address training issues, created and staffed a quality assurance and compliance position, and gained certification for forensic identification assistants.

National Forensic Laboratory Services also introduced new technologies and implemented process improvements for its workflows and forensic DNA analysis processes:

- To address the continuing high demand for its services, Biology Services made improvements to the analysis of exhibits from sexual assaults examinations, improving the quality of services and introducing efficiencies to the laboratory process.
- Biology Services also continued to examine the results of a field trial that was completed in 2016-17 on portable DNA analysis technology for use at crime scenes.
- Toxicology Services worked with appropriate stakeholders and partners on legislative requirements for drug impaired driving offensives as a result of Bill C-6, an Act to Amend the Criminal Code.
- Firearms Services implemented internal workflow improvements for the Integrated Ballistics Identification System process chain to provide investigational aid information more rapidly.
- Trace Evidence Services replaced older technology with newer and more portable technology to aid in the identification of unknown powders.

The National DNA Data Bank (NDDB) continued to optimize workflow and scientific DNA analysis processes. In 2016-17, the NDDB received a total of 22,388 convicted offender samples. Furthermore, during the reporting period, over 5,508 criminal investigations were aided by the NDDB. Over and above its operational requirements, the NDDB partnered with the National Centre for Missing Persons and Unidentified Remains to develop infrastructure for the National Missing Persons DNA Program. In support of this initiative, the NDDB researched and incorporated best practices to ensure privacy and security of information, and is now awaiting the government's decision for the final operational service model that will be used to process biology samples.

## Use of DNA Evidence

**On January 1, 2016, in Newmarket, Ontario, a young woman was sexually assaulted on her way home. A sexual assault examination was performed in the hospital and samples were collected for DNA analysis. The DNA was vital to this investigation because her attacker's face had been partially obscured by clothing so the victim could not identify him. Due to the violent nature of the attack and the risk to public safety, the crime scene DNA analysis was prioritized. It was processed quickly by the Centre of Forensic Sciences and added to the NDDB's Crime Scene Index, then cross-referenced with the Convicted Offenders Index. It produced an immediate match. The assailant was identified as 37-year-old Kevin Wyatt. His DNA profile had been entered into the NDDB in 2005 when he was convicted of assault, a secondary designated offence. On January 8, 2016, just one week after he committed the Newmarket sexual assault, Wyatt was identified, arrested, and charged. On January 9, 2017, he pled guilty to sexual assault and was sentenced to eight years in prison.**

The RCMP's National Child Exploitation Coordination Centre (NCECC) received approximately 33,256 requests, complaints, and reports for assistance during the 2016-17 reporting period, a rise of 93% over the previous year. Approximately 70% of these requests were from international sources, such as the National Centre for Missing and Exploited Children (NCMEC) in the United States, with the remaining received either from Cybertip.ca or other Canadian law enforcement agencies. Despite no increase in program resources, the number of investigational packages provided to police agencies of jurisdiction increased from 1,835 in 2015-16 to 3,398 packages in 2016-17. To further support investigations and minimize duplication of effort, the NCECC also actively contributed to the International Child Sexual Exploitation Database (ICSE). As of December 31, 2016, there were 844 Canadian identified victims[vi] whose series were uploaded to ICSE and 385 Canadian offenders identified with information uploaded to ICSE.

The Tougher Penalties for Child Predators Act included legislative changes to enhance the effectiveness of the National Sex Offender Registry (NSOR) by enabling the collection of additional information from registered sex offenders.[vii] The NSOR database contains over 30,000 child sex offender registrants. Assessments have been and continue to be completed to identify high-risk registrants for the purpose of better monitoring, such as for international travel. Moreover, in June 2016, the new High Risk Sex Offender (HRSO) Unit was created with a mandate to: investigate transnational child sex offender files related to the Sexual Offender Information Registration Act (SOIRA); conduct risk assessments of child sex offenders; and gather information to verify and monitor registered sex offenders travel compliance with SOIRA. Since the creation of the HRSO, 63 transnational sex offender conviction files have been received, a considerable increase from the 19 received in the previous year.

As of January 2016, the National Centre for Missing Persons and Unidentified Remains (NCMPUR) received 112 requests for assistance from domestic and international police agencies, as well as federal and provincial government agencies, on files ranging from abductions to reported missing persons. Of these, 81 requests were concluded within the reporting period, while 31 remained active (with one file unfounded). Enhancements to the NCMPUR database were completed and continued to be used by law enforcement, medical examiners, and coroners. The national public website, which provides the public with an avenue to submit tips on cases of missing children and missing persons/unidentified remains, was also updated with new profiles. Since its launch in 2013, a total of 1,380 profiles have been uploaded to the website.[viii] Furthermore, 76 tips in relation to 60 occurrences were submitted to the NCMPUR by January 2016, which were in turn passed onto the primary investigative agency.

In addition, various technology-related initiatives were completed to ensure consistent and quality service to internal and external clients, including the implementation of the Hubstream application environment in Ottawa, Ontario. Hubstream is an application used by law enforcement around the world to coalesce data and, ultimately, solve crimes faster. In the RCMP, Hubstream will be used to automate entries from NCMEC, Cybertip, and industry reports, as well as deliver information from the national media database of Child Sexual Exploitation Material. Leveraging technology to improve the Canadian police community's ability to assess and action the increasing volume of online child sexual exploitation cases is vital to enhancing operational efficiency and contributing to public safety.

The Violent Crime Linkage Analysis System (ViCLAS) was designed to assist specially trained investigators to identify serial crimes and criminals by focusing on behavioural linkages that exist among crimes. Since its inception in 1994, the national database has featured over 553,442 files, with over 25,022 new cases entered in 2016-17. ViCLAS specialists analyzed 2,885 cases throughout the year, which resulted in 165 links identified or confirmed between offenders and occurrences.

Canadian Firearms Program

The Canadian Firearms Program (CFP) continued to administer the Firearms Act and associated regulations, which included eligibility screening of firearms clients, licensing, and the promotion of responsible firearms ownership. In 2016-17, 2,355 clients had their firearms licenses revoked due to public safety reasons and were reported to the police for appropriate follow-up. These results were achieved as the unit implemented risk management processes and prioritization models to meet its established service standards.

The CFP also continued to provide direct technical support to law enforcement groups and regulatory agencies. This included the proper identification and inspection of firearms,

components, and accessories to determine legal classifications and descriptions, which in turn supported firearms tracing, determination of charges, and prosecutions. Assistance was also provided to regulatory authorities with the legal classification of firearms, which facilitated the interdiction of illicit goods and the issuance of permits for legal trade.

Through the National Weapons Enforcement Support Teams (NWEST), the CFP visited RCMP detachments, municipal, and provincial police services, as well as specialized units to provide information sessions. Furthermore, the Firearms Investigative and Enforcement Services Directorate continued its outreach activities by offering advice and effective guidance for various firearms amnesty and safe city programs, and providing support to provincial and municipal Guns and Gangs units. Expert advice and testimony in court was also supplied throughout the year. Under the Investment to Combat the Criminal Use of Firearms, the CFP worked closely with law enforcement agencies and public safety partners to provide support for investigations and prosecutions of persons or organizations involved in the illegal movement and criminal use of firearms.

Advanced Police Training

To further the professionalization of policing, the Canadian Police College finalized a strategy on accreditation and affiliation agreements. It also renewed and negotiated articulation agreements with universities in Canada and abroad. From an operational perspective, the College developed and offered three new courses in support of Canada's cybercrime strategy including: the Advanced Open Source Intelligence Course; the Cyber Crime Investigator's Course; and the Peer-to-Peer Investigator Course.

Results achieved

| Expected result | Performance indicator | Target | Date to achieve target | 2016-17 Actual results | 2015-16 Actual results | 2014-15 Actual results |
|---|---|---|---|---|---|---|
| Technical, forensic, investigative, and educational activities support Canada's law enforcement community | Percentage of respondents who strongly agree or agree with the statement "overall the RCMP provides high quality service" | 80% | March 31, 2017 | 76% | N/A[ix] | N/A[x] |

Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 165,984,656 | 165,984,656 | 178,822,479 | 159,347,221 | (6,637,435) |

Human resources (full-time equivalents)

| 2016-17 Planned | 2016-17 Actual | 2016-17 Difference (actual minus planned) |
|---|---|---|
| 1,364 | 1,319 | (45) |

## International Policing Operations

### Description

Under the authority of the RCMP Act, this Program furthers Canada's global peace and security agenda by cooperating with and supporting the international law enforcement community, thereby ensuring that both Canadians and the global community are safer. This Program addresses the transnational scope of crime by building relationships with international policing partners and by participating in the INTERPOL global information sharing network. Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and provides support to nations at risk to build their law enforcement capacity.

### Results

The RCMP's Liaison Officers and criminal analysts deployed abroad advanced investigations and facilitated international cooperation to combat ongoing and emerging transnational crime and national security threats. In 2016-17, the Program implemented a performance measurement framework and realigned its presence in the Americas, Europe, and Asia to focus on regional priorities, trends, and workload. For example, the RCMP realigned areas of responsibility to increase efficiencies in Europe, and reallocated one of the Liaison Officer positions to Colombia to prioritize needs in the Americas region and to address emerging criminal trends.

Canadian police also continued to assist in building and strengthening law-enforcement capacity in fragile and conflict-affected countries. In 2016-17, the RCMP managed the deployment of over 119 Canadian police officers to peace operations in Haiti, the West Bank, Ukraine, the

Philippines, Iraq, Colombia, and Canada's Permanent Mission to the UN in New York City. Under the Canadian Police Arrangement, Global Affairs Canada, Public Safety, and the RCMP deployed police officers and funded projects to provide training, advice, and equipment to help reform Ukraine's Patrol Police.

Moreover, the RCMP helped to strengthen the capacities of national security institutions in fragile and conflict-affected states. Capacity building included training, equipment provision, mentoring, and the deployment of subject matter experts for short-, medium-, and long-term needs. In 2016-17, International Policing provided 69 courses and implemented international projects in identified priority areas. Protective Policing delivered two capacity-building training courses on major event security frameworks. Depending on law enforcement needs, training focused on subject areas including terrorist financing, tactical Internet open source research, tactical intelligence, and specialized training related to recognizing and intercepting suspicious shipments. Courses were delivered in three geographic regions:

- Seven in Latin America and the Caribbean on topics including anti-money laundering, bulk cash investigative techniques, and Internet child exploitation investigative techniques.
- Twenty in the Middle East and Africa with training offered on counter-terrorism and high risk travellers, surveillance, and interview techniques, and the establishment of a major event security framework for the Jeux de la Francophonie and the Sommet de la Francophonie.
- Forty-two in Asia on topics including child exploitation investigations and joint operations and intelligence-sharing capabilities to support international counter-terrorism efforts.

Additional projects under the Anti-Human Smuggling Initiative went forward as planned in Cambodia, Malaysia, Thailand, and Sri Lanka. Training focused on developing basic investigation techniques for human smuggling and operational intelligence analysis in combating human smuggling and organized crime. In Indonesia, through the Jakarta Centre for Law Enforcement Cooperation, training was provided to human smuggling investigators focusing on surveillance, investigative techniques, interview techniques, and computer-based intelligence.

In support of the whole-of-government approach identified in the Canadian Migrant Smuggling Prevention Strategy, the RCMP also deployed Liaison Officers and analysts to strategic locations around the world based on resource availability, relevant intelligence, and threat assessments. Such efforts allowed the International Policing Program to work in collaboration with foreign authorities to help prevent illegal migration taking place through transnational human smuggling.

Lastly, the RCMP continued to leverage Europol as a coordination platform and benefited from increased participation to address threats in key areas such as child sexual exploitation, outlaw

motorcycle gangs, credit card and other types of fraud, and cybercrime. Valuable intelligence was shared with Europol and additional options for information sharing continued to be explored. In addition, the RCMP produced Tactical Intelligence Reports that were shared with Europol in the areas of irregular migration, organized crime, and fraud. Of note, a Canadian snapshot report on fentanyl was underscored as being valuable to the production of the Europol Focal Point on Synthetic Drugs, an analytical project that was shared with member organizations. Taken together, these efforts helped the RCMP to work with international partners to address the transnational scope of crime.

Results achieved

| Expected results | Performance indicators | Target | Date to achieve target | 2016-17 Actual results | 2015-16 Actual results | 2014-15 Actual results |
|---|---|---|---|---|---|---|
| Police cooperation and support is provided to the international law enforcement community to help create a safer and more stable environment | Percentage of international engagements and deployments that are in line with RCMP international law enforcement priorities | 80% | March 31, 2017 | 89% | 93.3% | N/A[xi] |
| Canadian police deployed internationally have the specific skills and knowledge required to carry out their mission/operation | Percentage of participants who strongly agree or agree with the statement "as a result of pre-deployment mission training, I have the skills and knowledge I require to carry out my mission/operation" | 80% | March 31, 2017 | 90.5% | 95.5% | N/A[xii] |

Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 53,766,203 | 53,766,203 | 58,863,296 | 47,136,030 | (6,630,173) |

Human resources (full-time equivalents)

| 2016-17<br>Planned | 2016-17<br> Actual | 2016-17<br>Difference<br>(actual minus planned) |
|---|---|---|
| 200 | 174 | (26) |

# Canadian Police Culture and Heritage
## Description

In order to protect the RCMP's internationally recognized image, reputation, and rich heritage, this Program works to promote the positive image of the RCMP while building relationships with domestic and international law enforcement, government and community partners. The Program provides advice and analysis to internal and external clients including federal, provincial, and municipal partners, academic institutions, Royal Household representatives, and non-government organizations, regarding appropriate ceremonial features of special events and occurrences (e.g., the Olympics, Expos, Summits, and at funerals for police officers). Through the activities of this Program, the RCMP contributes to Canada's vibrant culture and heritage.

**Results**

The Canadian Police Culture and Heritage Program continued to be a vital component to promote law enforcement and community policing. As a nationally and internationally recognized symbol of Canada, the RCMP participated with partners and stakeholders on a variety of initiatives throughout the reporting period.

In 2016-17, the Musical Ride visited Southern Ontario, Manitoba, England, and Topsfield, Massachusetts, offering 73 performances over a 106-day tour. The performances were selected to highlight community policing priorities, with over $979,000 raised and reinvested by hosts in their respective communities. The Musical Ride also participated in several initiatives in Ottawa, presenting a one-week riding and therapeutic riding course for ill or injured Canadian Forces personnel and former personnel for the "Soldier On" program. Moreover, the Musical Ride, in partnership with the Ottawa Police Service, the Ontario Provincial Police, the Ottawa Fire Department, Parliamentary Protective Services, and the Department of National Defence hosted its annual open house in February 2017. The free event welcomed 5,500 people and collected over 2,500 pounds of food and $3,000, which was donated to the Ottawa Food Bank.

In addition, the Program undertook several initiatives to prepare for Canada's 150th anniversary, with plans designed for a cross-country tour of the Musical Ride in the summer of 2017. The outreach unit also worked closely with government partners including Veterans Affairs Canada and Global Affairs Canada. Throughout the year, the International Ceremonial and Protocol unit

fulfilled over 30 requests to participate in international events, including the commemoration of the 100th Anniversary of the Battle of Beaumont-Hamel. More than 90 requests in the National Capital Region for ceremonial participation were also fulfilled.

The Program also continued to assist clients with the use and application of RCMP images and innovations. As well, the RCMP's Historical Section offered research assistance to external and internal clients. Approximately 337 requests were answered throughout the year on subjects ranging from genealogical research to more in-depth studies on the RCMP's history.

## Results achieved

| Expected result | Performance indicator | Target | Date to achieve target | 2016-17 Actual results | 2015-16 Actual results | 2014-15 Actual results |
|---|---|---|---|---|---|---|
| The RCMP is a recognized symbol of Canada | Percentage of respondents who were satisfied with RCMP representation at international events | 80% | March 31, 2017 | N/A[xiii] | N/A[xiv] | N/A[xv] |

## Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 11,151,561 | 11,151,561 | 11,911,410 | 15,061,088 | 3,909,527 |

## Human resources (full-time equivalents)

| 2016-17 Planned | 2016-17 Actual | 2016-17 Difference (actual minus planned) |
|---|---|---|
| 93 | 89 | (4) |

## Transfer Payments

## Description

This Program ensures that RCMP employees and their families are provided income security at their pension or in the event of disability or death, and that an appropriate level of support is afforded to those who are affected by circumstances beyond their control and as a result of their employment with the RCMP. The activities within this Program are regulated by either the terms and conditions of the grant or are statutory payments, for example, the RCMP Pension Continuation Act payments.

Results achieved

| Expected result | Performance indicator | Target | Date to achieve target | 2016-17 Actual results | 2015-16 Actual results | 2014-15 Actual results |
|---|---|---|---|---|---|---|
| Claims and inquiries are processed within established service standards | Percentage of claims and enquiries processed in accordance with established service standards | 80% | March 31, 2017 | N/A[xvi] | N/A[xvii] | 71% |

Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 190,486,483 | 203,973,498 | 206,978,646 | 196,862,445 | (7,111,053) |

Human resources (full-time equivalents)

| 2016-17 Planned | 2016-17 Actual | 2016-17 Difference (actual minus planned) |
|---|---|---|
| N/A | N/A | N/A |

Information on the RCMP's lower-level programs is available on the RCMP's website[xviii] and in the TBS InfoBase.[xix]

## Internal Services

## Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department or agency. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Results

In 2016-17, the RCMP's Internal Services continued to deliver integral administrative support to operations across Canada. National Communication Services (NCS) provided timely and strategic advice to support the work and priorities of the RCMP, lending communication expertise and support on national campaigns related to drug awareness (fentanyl), national security operations, and recruiting. NCS also made the decision to focus solely on one corporate magazine, which meant expanding its external magazine, the Gazette, to include more RCMP-related content in addition to contributions of policing partners and academic experts from around the world. Gazette content was highlighted on internal and external websites as well as through social media channels, which resulted in a broader audience for RCMP stories. The Gazette enjoys an international reputation as Canada's premier law enforcement magazine, informing and educating RCMP employees as well as policing partners, academics, and the public nationally and abroad.

The Access to Information and Privacy (ATIP) Branch addressed 12,000 access and privacy requests, covering a large variety of complex topics. To improve its internal processes and provide better services, the ATIP Branch implemented a new training program for junior analysts, increased personnel within the policy unit, and established a new triage unit to analyze incoming requests.

The Organizational Priority and Strategy Management Unit continued to provide assistance to frontline and headquarters staff on issues related to strategy, planning, and performance measurement to encourage evidence-based decision making. During the reporting period, numerous surveys were designed and conducted, and work continued on the development of an enterprise business intelligence tool, all in an effort to support the use of performance information throughout the organization.

The Departmental Security Branch (DSB) pursued the transformation of its national program to efficiently support organizational priorities. DSB actively contributed to internal projects by outlining service delivery pressures and capacity gaps in the areas of personnel security screening, IT security, and physical security. A risk-based framework was developed to prioritize key RCMP facilities across divisions and facilitate the alignment of resources for physical security assessments. As well, progress was made in refining governance frameworks surrounding the RCMP's classified IT infrastructure and partnership with SSC for the management of RCMP business and operational IT networks.

The modernization of the RCMP Act reformed human resources and management processes in relation to conduct, harassment investigation and resolution, employment requirements, grievances, appeals, and public complaints. During the fiscal year, the Professional Responsibility Sector set out to train and support employees, while aligning policies, processes, and procedures with requirements set out in the Act. A Professional Responsibility Framework was completed and approved by senior executives, with a companion document created to describe the advancements that have been made for reform, modernization, and cultural change. In addition, a national early intervention system was successfully launched in January 2016 to proactively address issues which may be impacting individual work performance and/or wellness, by providing guidance, support or additional training through a non-disciplinary approach. The Professional Responsibility Sector also completed its review of the RCMP's core values and presented its findings to the Senior Executive Committee. The review examined whether the core values and their definitions continued to be relevant in the RCMP, and if they were consistent with professions internal and external to the policing environment.

In addition to these endeavours, the Human Resource sector focused on six critical initiatives: health modernization; categories of employees; resourcing; pay modernization; regular member labour relations; and safety.

1. The RCMP continued to develop a National Action Plan on Post-Traumatic Stress Disorder. In support of the Mental Health Strategy, the organization enhanced the Disability Management and Accommodation Program to provide coordinated support for ill or injured regular members while they recover, remain at, or return to work, regardless of the nature or cause of illness, injury, or disability.
2. The organization made progress on the Category of Employees Project to support the deeming of civilian members as public service employees. The Treasury Board has determined April 26, 2018 to be the date civilian members will be considered as persons appointed under the Public Service Employment Act. Working in close collaboration with internal policy centres, Public Services and Procurement Canada, and the Treasury Board Secretariat, the project team finalized onboarding strategies for business and technical transformations to ensure organizational readiness for deeming.
3. In the area of resourcing, a streamlined process and accelerated timelines for potential RCMP applicants were introduced. This included the implementation of an online

application process; real-time tracking and reporting on applicant files; enhanced reporting capabilities; and the development of secure information sharing channels between RCMP business units. On the Public Service front, efforts continued to promote greater and consistent use of flexible arrangements, enhanced managerial discretion and improvements in the time to staff positions.

4. The RCMP continued to implement the Government of Canada's pay system for public service employees and aligned RCMP pay administration business processes with the new pay solution. In an effort to resolve the pay issues of affected employees during the transition period, resources were supplied to the Public Service Pay Centre and satellite offices.

5. The organization continued to establish a new labour relations framework to provide RCMP members and reservists with the right to be represented by a certified bargaining agent.

6. The RCMP developed an Occupational Safety Strategy and accompanying training to ensure preventive measures are in place to protect employees in all aspects of their work. As this is a five-year strategy, implementation is scheduled to begin in 2017-18 and continue to 2022.

More information on the Human Resources management priorities can be found on the RCMP's website.[xx]

Budgetary financial resources (dollars)

| 2016-17 Main Estimates | 2016-17 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2016-17 Difference (actual minus planned) |
|---|---|---|---|---|
| 674,234,494 | 674,234,494 | 891,698,522 | 761,150,978 | 86,916,484 |

Human resources (full-time equivalents)

| 2016-17 Planned | 2016-17 Actual | 2016-17 Difference (actual minus planned) |
|---|---|---|
| 5,309 | 5,463 | 154 |

# Analysis of trends in spending and human resources

## Actual expenditures

Departmental spending trend graph



| | 2014–15 | 2015–16 | 2016–17 | 2017–18 | 2018–19 | 2019–20 |
|---|---|---|---|---|---|---|
| ■Sunset Programs – Anticipated | 0 | 0 | 0 | 1 | 1 | 1 |
| ■Statutory | 529 | 525 | 657 | 455 | 454 | 456 |
| ■Voted | 2333 | 2331 | 2361 | 2920 | 2815 | 2815 |
| Total | 2862 | 2856 | 3018 | 3376 | 3270 | 3272 |

## Budgetary performance summary for Programs and Internal Services (dollars)

| Programs and Internal Services | 2016-17 Main Estimates | 2016-17 Planned spending | 2017-18 Planned spending | 2018-19 Planned spending | 2016-17 Total authorities available for use | 2016-17 Actual spending (authorities used) | 2015-16 Actual spending (authorities used) | 2014-15 Actual spending (authorities used) |
|---|---|---|---|---|---|---|---|---|
| Police Operations | 1,663,704,437 | 1,663,704,437 | 2,100,223,111 | 2,094,452,381 | 1,958,475,392 | 1,838,068,322 | 1,768,230,682 | 1,695,334,830 |
| Canadian Law Enforcement Services | 165,984,656 | 165,984,656 | 193,627,855 | 189,670,141 | 178,822,479 | 159,347,221 | 155,007,056 | 222,457,415 |
| International Policing Operations | 53,766,203 | 53,766,203 | 53,067,195 | 50,201,117 | 58,863,296 | 47,136,030 | 53,755,447 | 52,898,053 |
| Canadian Police Culture and Heritage | 11,151,561 | 11,151,561 | 11,604,175 | 11,600,855 | 11,911,410 | 15,061,088 | 13,369,819 | 13,571,003 |
| Transfer Payments | 190,486,483 | 203,973,498 | 224,013,665 | 250,068,068 | 206,978,646 | 196,862,445 | 179,890,362 | 156,978,125 |
| **Subtotal** | 2,085,093,340 | 2,098,580,355 | 2,582,536,001 | 2,595,992,562 | 2,415,051,223 | 2,256,475,106 | 2,170,253,366 | 2,141,239,426 |
| Internal Services | 674,234,494 | 674,234,494 | 792,441,191 | 672,914,049 | 891,698,522 | 761,150,978 | 685,974,205 | 720,649,549 |
| **Total** | 2,759,327,834 | 2,772,814,849 | 3,374,977,192 | 3,268,906,611 | 3,306,749,745 | 3,017,626,084 | 2,856,227,571 | 2,861,888,975 |

The RCMP's actual spending is higher than planned spending by $244.8 million, primarily as a result of the 2016-17 Main Estimates being increased with in-year temporary funding through Supplementary Estimates and allotment transfers from Treasury Board Secretariat. The majority of the increase is related to Operating and Capital carry forwards ($86.1 million), funding received for the reimbursement of Paylist Expenditures ($51.2 million), funding in support of First Nations Community Policing Services ($42.2 million), funding to maintain and upgrade federal infrastructure assets ($24.6 million), and funding to replace an RCMP Forensic Laboratory Services facility ($6.4 million).

Overall spending in the RCMP is $161.4 million, or 5.7% higher in 2016-17 when compared to 2015-16. The year-over-year change is comprised of increases in Statutory Expenditures ($131.6 million), Gross Operating Expenditures ($137.9 million), and Grants and Contributions Expenditures ($18.4 million). These increases are partially offset by an increase of revenue collection of $97.7 million and a decrease of $28.8 million in Capital Expenditures. The increase in statutory expenditures is due to an increase of $222.0 million in the Government's

contributions to the Superannuation Account. In the most recent actuarial report, the Office of the Chief Actuary identified a deficit increase for the Superannuation Account, which is a result of people living longer and collecting pension over a longer time period. Based on the report, the President of the Treasury Board approved a one-time increase in government contributions to the Superannuation Account in fiscal year 2016-17. This increase is partially offset by a decrease of $65.0 million in the Government's contributions to the Pension Fund, as the deficit in the Pension Fund decreased due to better investment returns.

The increase in vote netted revenues is largely attributed to an increase in Contract Policing due to an overall increase in activities in that Sub-program. The Net Operating Expenditures have increased by $40.2 million while the Capital Expenditures have decreased by $28.8 million. The shift between votes is due to a vote transfer of $42.0 million from Capital to Operating, requested through the 2016-17 Annual Reference Level Update process, in response to the implementation of a common definition for the Capital expenditures vote. The increase in grants and contributions is primarily under the grant to compensate members of the RCMP for injuries received in the performance of duty.

Planned spending in 2017-18 is anticipated to be higher than the previous year, as it includes an increase to Contract Policing. This is related to the establishment of a new funding model for the Sub-program, coupled with incremental growth. Also included in these figures is an increase to the grant to compensate members injured on duty, which is expected to continue to rise. The reduction in planned spending for 2018-19 can be attributed to a reduction of federal infrastructure funding, as well as one-time funding related to the settlement of class action lawsuits against the RCMP.

# Actual human resources

Human resources summary for Programs and Internal Services
(full-time equivalents)

| Programs and Internal Services | 2014-15 Actual | 2015-16 Actual | 2016-17 Forecast | 2016-17 Actual | 2017-18 Planned | 2018-19 Planned |
|---|---|---|---|---|---|---|
| Police Operations | 21,501 | 22,035 | 22,197 | 22,129 | 22,470 | 22,563 |
| Canadian Law Enforcement Services | 1,818 | 1,366 | 1,364 | 1,319 | 1,409 | 1,413 |
| International Policing Operations | 195 | 179 | 200 | 174 | 158 | 158 |
| Canadian Police Culture and Heritage | 88 | 90 | 93 | 89 | 96 | 96 |
| Transfer Payments | N/A | N/A | N/A | N/A | N/A | N/A |
| **Subtotal** | 23,602 | 23,670 | 23,854 | 23,711 | 24,133 | 24,230 |
| Internal Services | 5,184 | 5,343 | 5,309 | 5,463 | 5,388 | 5,409 |
| **Total** | 28,787 | 29,013 | 29,163 | 29,174 | 29,521 | 29,639 |

RCMP overall full-time equivalents (FTEs) for 2016-17 are 29,174, which is in line with the forecasted FTEs of 29,163. The number of FTEs has increased by 161 employees, or 0.6% as compared to 2015-16. The increase is primarily due to standard growth in the Contract Policing Sub-program. The RCMP has also faced significant resourcing challenges in the past few years. In order to assess the financial integrity issues faced by the RCMP, a comprehensive review was undertaken in 2016-17 to help inform the long-term solutions. As a result, all program areas except Contract Policing were asked to maintain resources at existing levels until the Resourcing Review is completed.

From 2014-15 to 2015-16, the overall number of FTEs increased by 226, or 0.8%, which is also due to standard growth in Contract Policing. There was an increase of 534 FTEs in the Police Operations Program and a decrease of 452 FTEs in the Canadian Law Enforcement Services Program when compared to 2014-15 data. The shift was mainly due to a change in the reporting structure for the Criminal Intelligence Sub-sub-program, as sections moved from Canadian Law Enforcement Services to Policing Operations as of 2015-16.

FTE requirements are anticipated to increase steadily in 2017-18, with planned FTEs estimated at 29,521. Of these, 22,470 or 76%, are in support of Police Operations. The overall increase of 347 FTEs as compared to 2016-17 actual figures is primarily attributed to a 2% estimated growth in Contract Policing. Planned FTEs are also included in the Canadian Law Enforcement Services Program for additional resources in Forensic Laboratory Services, as well as for the establishment and maintenance of new DNA indices.

A modest growth is expected for 2018-19 planned FTEs. The increase is mainly due to incremental resources requirements in support of various initiatives, such as expanding biometrics screening in Canada's immigration system, additional investigative resources for counter-terrorism investigations, and implementation of the Investigative Powers for the 21st Century and Canada's Cyber Security Strategy initiatives.

## Expenditures by vote

For information on the RCMP's organizational voted and statutory expenditures, consult the Public Accounts of Canada 2017.[xxi]

## Alignment of spending with the whole-of-government framework

Alignment of 2016-17 actual spending with the whole-of-government framework[xxii] (dollars)

| Program | Spending area | Government of Canada activity | 2016-17 Actual spending |
|---|---|---|---|
| Police Operations | Social Affairs | A safe and secure Canada | 1,838,068,322 |
| Canadian Law Enforcement Services | Social Affairs | A safe and secure Canada | 159,347,221 |
| International Policing Operations | International Affairs | A safe and secure world through international engagement | 47,136,030 |
| Canadian Police Culture and Heritage | Social Affairs | A vibrant Canadian culture and heritage | 15,061,088 |
| Transfer Payments | Economic Affairs | Income security and employment for Canadians | 196,862,445 |

Total spending by spending area (dollars)

| Spending area | Total planned spending | Total actual spending |
|---|---|---|
| Economic affairs | 203,973,498 | 196,862,445 |
| Social affairs | 1,840,840,654 | 2,012,476,631 |
| International affairs | 53,766,203 | 47,136,030 |
| Government affairs | N/A | N/A |

## Financial statements and financial statements highlights

### Financial statements

The RCMP's financial statements (unaudited) for the year ended March 31, 2017, are available on the RCMP's website.[xxiii]

### Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

| Financial information | 2016-17 Planned results | 2016-17 Actual | 2015-16 Actual | Difference (2016-17 actual minus 2016-17 planned) | Difference (2016-17 actual minus 2015-16 actual) |
|---|---|---|---|---|---|
| Total expenses | 4,957,550,000 | 5,382,875,000 | 5,024,583,000 | 425,325,000 | 358,292,000 |
| Total revenues | 1,921,168,000 | 2,012,237,000 | 1,939,322,000 | 91,069,000 | 72,915,000 |
| Net cost of operations before government funding and transfers | 3,036,382,000 | 3,370,638,000 | 3,085,261,000 | 334,256,000 | 285,377,000 |

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

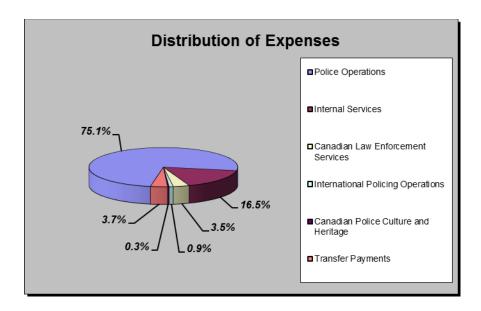| Financial Information | 2016-17 | 2015-16 | Difference (2016-17 minus 2015-16) |
|---|---|---|---|
| Total net liabilities | 1,022,128,000 | 912,046,000 | 110,082,000 |
| Total net financial assets | 782,855,000 | 935,591,000 | (152,736,000) |
| Departmental net debt | 239,273,000 | (23,545,000) | 262,818,000 |
| Total non-financial assets | 1,577,065,000 | 1,513,172,000 | 63,893,000 |
| Departmental net financial position | 1,337,792,000 | 1,536,717,000 | (198,925,000) |

# Financial Highlights Charts

The charts below illustrate the distribution of each of the items in the Statement of Operations and the Statement of Financial Position.
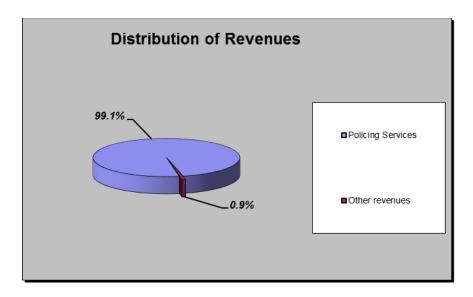
**Expenses**

The majority of the expenses (75.1%) are related to the costs of Police Operations, which contribute to a safe and secure Canada by providing general law enforcement activities as well as education and awareness activities.

Approximately 16.5% of the expenses are related to Internal Services, which supports the needs of programs and other corporate obligations of the RCMP. Another 3.5% are related to activities that contribute to Canadian Law Enforcement Services while 3.7% is related to Transfer Payments. The other activities combined represent 1.2% of total expenses.
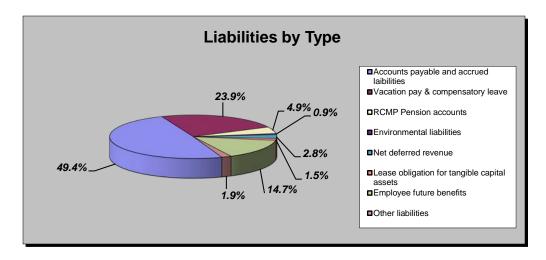
**Distribution of Expenses**

- Police Operations
- Internal Services
- Canadian Law Enforcement Services
- International Policing Operations
- Canadian Police Culture and Heritage
- Transfer Payments

75.1%
16.5%
3.7%
3.5%
0.3%
0.9%

**Revenues**

RCMP Contract Policing Services generate 99.1% of the respendable amount of revenues. Contract Policing Services contribute to a safe and secure Canada by providing general law enforcement activities as well as education and awareness activities.
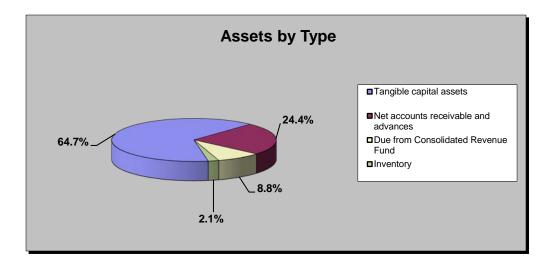

Distribution of Revenues

**Liabilities**

The RCMP's liabilities consist mainly of accounts payable and accrued liabilities (49.4%), vacation pay and compensatory leave (23.9%), employee future benefits (14.7%), RCMP Pension Accounts (4.9%) and net deferred revenue (2.8%). Other liabilities combined represent 4.3% of total liabilities.


Liabilities by Type

**Assets**

The RCMP's assets consist mainly of tangible capital assets (64.7%), net accounts receivable and advances (24.4%) and due from Consolidated Revenue Fund (8.8%). The balance of assets is comprised of inventory (2.1%).

**Assets by Type**

- Tangible capital assets
- Net accounts receivable and advances
- Due from Consolidated Revenue Fund
- Inventory

64.7%
24.4%
8.8%
2.1%

# Supplementary information

## Corporate information

### Organizational profile

**Appropriate Minister:** The Honourable Ralph Goodale, P.C., M.P.

**Institutional Head:** Deputy Commissioner Daniel G.J. Dubeau, Acting Commissioner

**Ministerial Portfolio:** Public Safety and Emergency Preparedness

**Enabling Instruments:**

- Royal Canadian Mounted Police Act
- Royal Canadian Mounted Police Superannuation Act
- Enhancing Royal Canadian Mounted Police Accountability Act
- Royal Canadian Mounted Police Pension Continuation Act

**Year of Incorporation / Commencement:** 1873

### Reporting framework

The RCMP's Strategic Outcomes and Program Alignment Architecture of record for 2016-17 are shown below.

1   **Strategic Outcome:** Criminal activity affecting Canadians is reduced
      **1.1 Program:** Police Operations
        **1.1.1**   **Sub-program:** Contract Policing
          **1.1.1.1 Sub-sub-program:** Provincial/Territorial Policing
          **1.1.1.2 Sub-sub-program:** Municipal Policing
          **1.1.1.3 Sub-sub-program:** Aboriginal Policing
        **1.1.2**   **Sub-program:** Federal Policing
          **1.1.2.1 Sub-sub-program:** Federal Policing General Investigations
          **1.1.2.2 Sub-sub-program:** Federal Policing Project-Based Investigations
          **1.1.2.3 Sub-sub-program:** Criminal Intelligence
          **1.1.2.4 Sub-sub-program:** Protective Services
          **1.1.2.5 Sub-sub-program:** Public Engagement
          **1.1.2.6 Sub-sub-program:** Federal Policing Operations Support
        **1.1.3**   **Sub-program:** Technical Services and Operational Support
          **1.1.3.1 Sub-sub-program:** Technical Investigations
          **1.1.3.2 Sub-sub-program:** Protective Technologies
          **1.1.3.3 Sub-sub-program:** Air Services Operations
          **1.1.3.4 Sub-sub-program:** Scientific Services/Technologies

**1.1.3.5 Sub-sub-program:** Operational Readiness and Response

**1.2 Program:** Canadian Law Enforcement Services

**1.2.1 Sub-program:** Scientific, Technical and Investigative Support

**1.2.1.1 Sub-sub-program:** Integrated Forensic Identification Services

**1.2.1.2 Sub-sub-program:** National Forensic Laboratory Services

**1.2.1.3 Sub-sub-program:** Canadian Criminal Real Time Identification Services

**1.2.1.4 Sub-sub-program:** Science and Strategic Partnerships (Forensic)

**1.2.1.5 Sub-sub-program:** Criminal Intelligence Service Canada

**1.2.1.6 Sub-sub-program:** Canadian Police Information Centre (CPIC)

**1.2.1.7 Sub-sub-program:** Canadian Police Centre for Missing and Exploited Children (CPCMEC)

**1.2.2 Sub-program:** Canadian Firearms Program

**1.2.2.1 Sub-sub-program:** Firearms Licensing and Registration

**1.2.2.2 Sub-sub-program:** Firearms Investigative and Enforcement Services

**1.2.3 Sub-program:** Advanced Police Training

**1.2.3.1 Sub-sub-program:** Canadian Police College

**1.2.3.2 Sub-sub-program:** National Law Enforcement Training

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

**2.1 Program:** International Policing Operations

**2.1.1 Sub-program:** Peacekeeping Mission

**2.1.2 Sub-program:** Capacity Building Mission

**2.1.3 Sub-program:** Liaison Mission

**2.2 Program:** Canadian Police Culture and Heritage

**2.2.1 Sub-program:** Musical Ride

**2.2.2 Sub-program:** Partnerships and Heritage

**3 Strategic Outcome:** Incomes are secure for RCMP members and their survivors affected by disability or death

**3.1 Program:** Transfer Payments

**3.1.1 Sub-program:** Members Injured on Duty – Compensation, Veterans Affairs Canada (VAC) Disability Pension

**3.1.2 Sub-program:** Survivor Income Plan

**3.1.3 Sub-program:** RCMP Pension Continuation Act Payments

**Internal Services**

## Supporting information on lower-level programs

Supporting information on lower-level programs is available on the RCMP's website[xxiv] and in the TBS InfoBase[xxv].

## Supplementary information tables

The following supplementary information tables are available on the RCMP's website[xxvi]:

▸ Departmental Sustainable Development Strategy

▸ Details on transfer payment programs of $5 million or more

▸ Horizontal initiatives

▸ Internal audits and evaluations

▸ Response to Parliamentary Committees and External Audits

▸ Status report on projects operating with specific Treasury Board approval

▸ User fees, regulatory charges and external fees

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[xxvii] This report also provides detailed background information on tax expenditures including descriptions, objectives, historical information, and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

Royal Canadian Mounted Police
Strategic Policy and Planning Directorate
73 Leikin Drive
Ottawa, ON K1A 0R2
RPP_DPR-RPP_RMR@rcmp-grc.gc.ca

# Appendix: definitions

**appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations, or individuals; and payments to Crown corporations.

**Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

**Departmental Plan (Plan ministériel)**

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

**Departmental Result (résultat ministériel)**

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

**Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

**Departmental Results Framework (cadre ministériel des résultats)**

Consists of the department's Core Responsibilities, Departmental Results, and Departmental Result Indicators.

**Departmental Results Report (Rapport sur les résultats ministériels)**

Provides information on the actual accomplishments against the plans, priorities, and expected results set out in the corresponding Departmental Plan.

**Evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation, and accountability. Evaluations typically focus on programs, policies, and priorities and examine

questions related to relevance, effectiveness, and efficiency. Depending on user needs, however, evaluations can also examine other units, themes, and issues including alternatives to existing interventions. Evaluations generally employ social science research methods.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2017-18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiatives (initiative horizontale)**

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

**Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators, and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments, and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability, and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**plans (plans)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priorities (priorité)**

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision, and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level, and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

# Endnotes

[i] The Minister's mandate letter, http://pm.gc.ca/eng/mandate-letters

[ii] For more information on the Internal Audit of Information to Support Provincial and Territorial Police Service Agreements, please visit: http://www.rcmp-grc.gc.ca/en/audit-information-support-provincial-and-territorial-police-service-agreements#toc5

[iii] Survey data was unavailable during the fiscal year.

[iv] Survey data was unavailable during the fiscal year.

[v] The CPI Centre refers to the Canadian Police Information Centre program area; CPIC refers to the system.

[vi] Definition of Identified Victim(s): includes a child(ren) under the age of 18 years (at the time of being photographed) whose identity has been confirmed by law enforcement (whether or not the offender has been arrested or charged by police); the child(ren) has been sexually exploited through electronic means and the child sexual exploitation images (as defined by the Criminal Code of Canada) may or may not have been distributed.

[vii] In February 2014, the first reading of Bill C-26, Tougher Penalties for Child Predators Act, took place. The purpose of the Bill was to amend the Criminal Code, the Canada Evidence Act, and the Sex Offender Information Registration Act (SOIRA) as well as to enact the High Risk Child Sex Offender Database Act. For more information, please visit: http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=8057660

[viii] Canada's Missing, http://www.canadasmissing.ca/index-eng.htm

[ix] Survey data was unavailable during the fiscal year.

[x] Survey data was unavailable during the fiscal year.

[xi] The performance indicator was not measured during the fiscal year. Data was collected when the indicator was first added in 2015-16.

[xii] The performance indicator was not measured during the fiscal year. Data was collected when the indicator was first added in 2015-16.

[xiii] This survey is under development. Results will be available in the 2017-18 Departmental Results Report.

[xiv] This performance indicator was added during the 2016-17 fiscal year.

[xv] This performance indicator was added during the 2016-17 fiscal year.

[xvi] Veterans Affairs Canada no longer collects this information. However, all telephone calls are answered within the service standard of two minutes. In light of this data collection change, the Program will explore new metrics for future performance reports.

[xvii] Veterans Affairs Canada no longer collects this information. However, all telephone calls are answered within the service standard of two minutes. In light of this data collection change, the Program will explore new metrics for future performance reports.

[xviii] Supporting information on lower-level programs, http://www.rcmp-grc.gc.ca/en/departmental-results-report

[xix] TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

[xx] Supplementary information tables, http://www.rcmp-grc.gc.ca/en/departmental-results-report

[xxi] Public Accounts of Canada 2017, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[xxii] Whole-of-government framework, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005))

[xxiii] RCMP Financial Statements, http://www.rcmp-grc.gc.ca/en/departmental-results-report

[xxiv] Supporting information on lower-level programs, http://www.rcmp-grc.gc.ca/en/departmental-results-report

[xxv] TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

[xxvi] Supplementary information tables, http://www.rcmp-grc.gc.ca/en/departmental-results-report

[xxvii] Report on Federal Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp