



Royal Canadian Mounted Police Gendarmerie royale du Canada



Royal Canadian Mounted Police Report on Plans and Priorities 2006-2007

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

TABLE OF CONTENTS

Minister's Message	7
Commissioner's Message	9
Management Representation Statement	11

SECTION I – OVERVIEW

• Summary Information	13
• Reason for Existence	13
• Our Mandate	13
• Financial Resources	13
• Human Resources	13
• Organizational Information	14
• Our Strategic Framework	14
• Our Vision	14
• Our Core Values	15
• Our Four Pillars	15
• A Commitment to Excellence in Service	15
• Our Philosophies	15
• Our Strategic Priorities	16
• Our Strategic Objectives	16
• Our Management Strategies	17
• Our Management Priorities 2006-2007	17
• Our Management Structure	18
• Where We Are Located	19
• Our Operating Environment	20
• Context for Planning	20
• Integrated Policing	20
• The Environmental Scan	22
• RCMP Business Planning Process	22
• Speech from the Throne	22
• Budget 2006	23
• Alignment of RCMP Outcomes to Government of Canada Outcomes	23
• External Factors Affecting Our Operating Environment	24
• Upcoming Major Events	24

SECTION II – STRATEGIC PLANS AND PRIORITIES

- Summary of Strategic Plans and Priorities 25
 - Our Strategic Goal 27
 - Summary of Departmental Strategic Goal 28
 - Our Strategic Priorities 29
 - Organized Crime 30
 - Terrorism 35
 - Youth 40
 - Economic Integrity 44
 - Aboriginal Communities 48
 - Our Program Activity Architecture Strategic Outcomes 51
 - Our Strategic Outcomes 51
 - Program Activity Architecture 53
 - Summary of Departmental Strategic Outcomes 54

SECTION III – SUPPLEMENTARY INFORMATION

- Financial Tables and Organizational Information 57

SECTION IV – OTHER ITEMS OF INTEREST

- Corporate Areas 71
 - Corporate Management and Comptrollership (CM&C) 71
 - Internal Audit, Evaluation and Management Review/Quality Assurance 72
 - Strategic Policy and Planning 73
 - Information Management/Information Technology 76
 - The Human Resources Sector 77

SECTION V – SPECIAL CHAPTER: CANADIAN FIREARMS PROGRAM

- Canadian Firearms Program 81

SECTION VI – APPENDIX

- Additional Information on the RPP 103
- Acronyms 103

MINISTER'S MESSAGE



I am pleased to take this opportunity to provide Parliament with my first Report on Plans and Priorities as Minister of Public Safety.

The Department of Public Safety and Emergency Preparedness Canada is part of the Portfolio of Public Safety, which includes the Royal Canadian Mounted Police, the Canada Border Services Agency, the Canadian Security Intelligence Service, the Correctional Service of Canada, the National Parole Board, and three review bodies.

Canadians are rightfully proud of a tradition of community safety and security. Working collectively in an integrated fashion, the Department and the Portfolio Agencies are dedicated to protecting Canadian families and their communities, to secure our borders and to increase our preparedness to address public health threats.

To help meet these safety and security needs, the recent Budget 2006 provides \$1.4 billion over two years to protect Canadian families and communities, to secure our borders and to increase our preparedness to address public health threats. Funding is being provided to the Portfolio for such initiatives as increasing the number of police officers on the street; preventing youth crime with a focus on guns, gangs and drugs; arming border officers and eliminating "work-alone" posts; and, enhancing our capacity to deal with catastrophes and other emergencies.

An additional focus will be on Canada's trading relationship with the United States, the largest and most comprehensive in the world. A safe, reliable and secure border is critical to Canada's continued economic and social prosperity. I will continue to work closely with my United States colleagues on facilitating the cross-border travel of people and low risk goods and ensuring that Canadians receive fair and equal treatment at border crossings.

I am confident that the Public Safety Portfolio will fulfill its mandate of ensuring a just and safe society which both protects Canadians from threats to personal safety, and maintains the rights and freedoms on which our open society depends.

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

COMMISSIONER'S MESSAGE



Over the past several years, we have continued to evolve into a truly strategically-focused organization. Last year, we set out to build on the strength of our partnerships, improve the responsiveness of our organization and find creative ways to drive integration and intelligence-led policing.

I am proud of the work done to meet the many operational challenges at the international, national, provincial and local levels that we have faced.

Looking Ahead to 2006-2007

In 2006-2007 we will be striving to advance the objectives of strengthened partnerships, improved responsiveness and creative integration with greater intensity.

The face of crime is continually changing, becoming increasingly complex and global. Crime is being facilitated by the Internet and counterfeit goods are threatening the health and safety of Canadians. In addition, terrorism and organized crime continue to menace our communities. In this environment, we need to be prepared and we cannot work in isolation. Our approach to integration builds on our Community Policing philosophy. We will work with our partners and our communities to develop strategic plans to address issues of common concern.

On May 17, 2006 the responsibility for the *Firearms Act* and its regulations were transferred to the RCMP. To ensure the RCMP maintains the strong commitment of the former Canada Firearms Centre (CAFC) of transparent reporting to Parliamentarians and Canadians, we have included a special chapter at the end of this report dedicated specifically to the transition of CAFC and the day-to-day operations of the Canadian Firearms Program (CFP) into the RCMP.

Our Strategic Priorities for 2006-2007

We have a new strategic priority for this fiscal year – Economic Integrity. Our strategy will be to contribute to the confidence in Canada's economic integrity through crime reduction.

This new priority impacts Canada's international relations, its institutions and the health, safety and well-being of Canadians. The concerns of the priority go beyond financial crime, addressing a range of issues from counterfeiting, to pirating of goods, to frauds and scams, to identity theft.

We will continue to address our other priorities of Youth, Aboriginal Communities, Organized Crime and Terrorism. We will remain a leading-edge organization committed to the safety and security of citizens at home and abroad.

Our commitment to international policing has been very successful on a global scale and, as such, international cooperation has evolved and become a core part of our operations and a key management strategy for our organization. We remain committed to moving the bar in the global fight against terrorism and organized crime and will work with our Canadian partners on the international effort and with our international partners on the global effort, to reduce the threat and impact of these activities in Canada and around the world.

Our Strategic Objectives, Our Core Values

Our strategic objectives of prevention, education, intelligence, investigation, enforcement and protection remain the cornerstone of the work we do in our communities. Our core values of accountability, respect, professionalism, honesty, compassion and integrity will continue to guide us.

I am pleased with our progress over the last year in delivering quality programs, services and policies that Canadians require and deserve. And, I am confident that in 2006-2007 we will continue to put the interests of Canadians first, to build on our legacy and continue to deliver excellence in all that we do to protect the safety and security of our citizens and our country.

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

G. Zaccardelli
Commissioner

Management Representation Statement

Report on Plans and Priorities 2006-2007

I submit, for tabling in Parliament, the *2006-2007 Report on Plans and Priorities (RPP)* for the Royal Canadian Mounted Police (RCMP).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Program Activity Architecture as reflected in its Management, Resources and Results Structure;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to the RCMP; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Commissioner G. Zaccardelli

Date



SECTION I: OVERVIEW

SUMMARY INFORMATION

Reason for Existence

The Royal Canadian Mounted Police (RCMP) is the Canadian national police service and an agency of the Ministry of Public Safety (Public Safety and Emergency Preparedness), entrusted with keeping Canadians safe and secure.

Building on a rich history of over 130 years of service to Canadians, we have kept pace with change, evolving into a modern police organization that is responsible for enforcing the law and preventing crime in Canada.

Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with the communities we serve. Ultimately, we are accountable to the communities and partners we serve in the use of tax dollars and resources to accomplish our mandate.

Our Mandate

Based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*, in its simplest form, our mandate is: to enforce laws, prevent crime, and maintain peace, order and security in Canada and for all Canadians, and to protect Canadian and foreign dignitaries in Canada and abroad.

Organizationally, this multi-faceted responsibility includes:

- Preventing and investigating crime and maintaining order
- Enforcing laws on matters as diverse as health and the protection of government revenues
- Contributing to national security
- Ensuring the safety of state officials, visiting dignitaries and foreign missions
- Providing vital operational support services to other police and law enforcement agencies

Financial Resources (planned spending in millions)*

2006-2007	2007-2008	2008-2009
\$3,317.7	\$3,248.1	\$3,231.5

Human Resources (full time equivalents)

2006-2007	2007-2008	2008-2009
26,079	26,311	26,448

*The Planned Spending figures are taken directly from the Main Estimates and include Respendable Revenue (see Section III – Table 1).

Overview

Organizational Information

Our Strategic Framework

The RCMP Strategic Framework guides the work of all employees to achieve our goal of safe homes and safe communities. We strive to achieve this goal by contributing to an increase in public safety. Ultimately, all of our organizational activities should enhance the safety, security and well-being of Canadians. The components of the Framework illustrate philosophies and activities that enable us to be successful in meeting this goal.



Our Vision

Increasingly, we are being asked to re-evaluate our role as Canada's national police service. We must explore new options, embrace new partners, and encourage creative approaches as we strive to ensure safe homes and safe communities for Canadians.

The future belongs to those who think and act creatively, who anticipate change and position themselves to lead it. We are committed to:

- Be a progressive, proactive and innovative organization
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve

- Be accountable and efficient through shared decision making
- Ensure a healthy work environment that encourages team building, open communication and mutual respect
- Promote safe and sustainable communities
- Demonstrate leadership in the pursuit of excellence

In the face of these challenging, uncertain times, the vision for the RCMP is to be recognized throughout the world as an "organization of excellence".

Our Core Values

The RCMP is committed to, respects and reinforces Canadian institutions of democracy. In a changing world, values form the foundation for management excellence. We are guided by the following core values:

- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

The RCMP – as an organization committed to the above mandate, vision and core values – is inherently practising the principles of sustainable development. Enabling and supporting community safety and security, demonstrating efficient decision making and accountability in managing resources, strengthening the organization through capacity building, and integrating sustainable business decisions and planning processes demonstrates the organization's contribution to a future of social stability, economic prosperity and environmental integrity.

For more information on our mission, vision and values, visit: www.rcmp.ca/html/vision_e.htm

Our Four Pillars –

A Foundation for Excellence

Everything that we do to be a strategically-focused organization of excellence rests on our four pillars.

- **Intelligence:** We rely upon well-founded intelligence, both for policing functions and for day-to-day management. Intelligence enables our activities to be guided by reliable, critical and timely information from within and outside our organization
- **Values:** We hold ourselves to a high standard. We are role models for our communities. Our behaviours and actions must at all times be based on our adherence to our core values: integrity, honesty, professionalism, compassion, respect and accountability

- **Accountability:** We are accountable for our decisions and actions. The RCMP's accountability to its external partners in local communities, to other agencies and other government departments, guides its performance
- **Bridge-building:** To achieve our goal of safe homes and safe communities, we must build and maintain strong partnerships with colleagues, partners, government agencies and law enforcement, and most importantly, with the communities we serve

A Commitment to Excellence in Service

We are committed to providing excellence in service to members of communities across Canada and to our partners in Canada and around the world. Everything that we do – our operational activities, our management strategies and our priorities – assists us in delivering on our commitments.

Our Philosophies –

Integrated Policing and Community Policing

Our philosophies of Integrated Policing and Community Policing are critical in ensuring excellence in service and safe homes and safe communities. Our ability to integrate with other organizations with common priorities and goals enables us to maximize our resources, have a greater understanding of our local and international environments and increases our capacity to respond. Simply put, integration makes us more efficient and effective.

The RCMP vision of integration builds upon the Community Policing philosophy, which has been the cornerstone of our operations for many years. Through this philosophy, we proactively work with communities to identify, prioritize and solve problems. Community Policing reflects the philosophy of a partnership between the police and the community where we work together to prevent or resolve problems that affect safe homes and safe communities. Emphasis is placed on crime prevention and enforcement through increased community participation, coordinated problem solving, improved planning and public consultation.

Overview

Our Strategic Priorities

Our priorities are carefully selected after rigorous scanning and analysis of the external environment. The selection of priorities allows us to strategically focus on enhancing public safety. Each priority has its own strategy and Balanced Scorecard which articulates the desired outcome and the objectives we must achieve in order to reach our desired outcome. Each priority is championed by a Deputy Commissioner who leads a group, representing the programs responsible for each strategic objective, focused on ensuring the success of the strategy. This group is referred to as the Strategic Priority Working Group.

In the 2006-2007 fiscal year we will continue to address our strategic priorities of Youth, Aboriginal Communities, Organized Crime and Terrorism. The International Policing strategic priority has been replaced with a new strategic priority, Economic Integrity.

Our commitment to international policing has been very successful on a global scale and the time has come for it to evolve from a strategic priority to a key management strategy. Like Integrated Policing, International Policing has become entrenched in our daily operations. Therefore, it makes sense that it would evolve to a key driver for all of our priorities and our goal of safe homes and safe communities.

Economic crime is a growing trend, impacting both the Canadian and global economies. Adopting many forms – fraud, counterfeiting, pirating of goods, identity theft, money laundering, etc – it ultimately threatens global economic stability.

Exploiting globalization and new technologies, criminals resort to increasingly elaborate and transnational methods, challenging more conventional forms of law enforcement investigation and prosecution.

The potential impacts of economic crime are serious and multiple – significant loss to investors, citizen pensions, corporate image and government revenues – and ultimately challenge the integrity of both private and public institutions.

Our newly introduced strategic priority of Economic Integrity impacts Canada's international relations, its institutions and the health, safety and well being of Canadians. Our strategy will be to contribute to the confidence in Canada's economic integrity through crime reduction.

Economic integrity refers to confidence in the national marketplace, through a safe and secure economy. Confidence is maintained when the marketplace is a sound place to buy, sell, invest and trade. The RCMP will contribute to the confidence in Canada's economic integrity through crime reduction, with an aim of supporting the economic and social well-being of all Canadians.

Concerns extend beyond financial crime, touching many areas – counterfeit goods and currency; corporate fraud; identity theft; and assorted scams.

As stated previously, each of our strategies has a strategic "outcome" – a desired end state:

- **Organized Crime:** Reduce the threat and impact of organized crime
- **Terrorism:** Reduce the threat of terrorist activity in Canada and abroad
- **Youth:** Reduce youth involvement in crime as victims and offenders
- **Economic Integrity:** Contribute to Canada's economic integrity through crime reduction
- **Aboriginal Communities:** Contribute to safer and healthier Aboriginal communities

Our Strategic Objectives

The following operational activities form the essence of the way we do police work.

- **Prevention and Education:** Members of the RCMP are involved with a number of programs designed to prevent crime in our communities through both indirect and direct intervention. From school talks to youth initiatives to community plans, the goal of crime prevention programs is to target the root cause of criminal and antisocial behaviours. The reduction of the fear of crime is very much a consideration in our operations
- **Intelligence:** We obtain information which we analyze and turn into intelligence. We use this intelligence as the basis for our operational and administrative decisions. This is the essence of the Ops Model philosophy
- **Investigation:** We investigate to uncover facts and determine the most appropriate action to take
- **Enforcement:** Enforcement means a continuum of actions designed to ensure public safety including, where applicable, laying charges or applying alternative measures

- **Protection:** We provide general protection in cooperation with our partners to help keep Canadians and their communities safe and secure. We provide specific protection for internationally protected people and designated Canadians (Prime Minister, Governor General of Canada, etc.) and their residences/embassies. In addition, we provide air transportation security

Our Management Strategies

RCMP management strategies are adopted to ensure we are successful in meeting our priorities. They also ensure that we are effectively managing our resources and that our efforts are integrated.

- **Stewardship:** We will effectively and efficiently manage all resources that have been entrusted to us
- **Human Resources Renewal:** We will effectively manage human resources in order to attract, develop and retain the best people to ensure operational readiness
- **Horizontal Management:** We will not work in "silos". We will take a cross-functional approach to ensure we effectively and efficiently manage our resources. We will also benefit from one another's expertise (e.g. human resources, corporate management and comptrollership and information technology representatives working together)
- **Interoperability:** We will ensure that the appropriate information is exchanged between the right people at the right time, with the proper levels of security and safeguards
- **International Cooperation:** We support Canada's foreign policy goals and promote national and international safety and security by maintaining strong global connections and international policing capacity
- **Performance Management:** We establish priorities, develop strategies, set targets, track performance and align work activities and processes to achieve organizational goals

Our Management Priorities 2006-2007

In 2006-2007, we will strive to advance the objectives of strengthened partnerships, improved responsiveness and creative integration with greater intensity.

The Strategic Framework highlights our focus on excellence in service. Accountability and responsiveness are two areas of particular importance that help us achieve this. Canadians expect that we effectively and efficiently manage resources and we must be able to demonstrate this. At the same time, being responsive helps us to meet the demands of a dynamic environment.

It is through effective planning and management in support of operations that we will see positive results. The following key initiatives will allow us to seek opportunities to advance our objectives and support our ability to be both accountable and responsive.

- **Human Resources Renewal:** RCMP human resources management is becoming more simple and flexible to enable operational readiness. We will work to attract the best and brightest that represent the diversity of Canada and to develop our own people to meet future leadership challenges
- **Performance Management:** Many of our successes can be attributed to our ability to align and execute our strategies through the use of the Balanced Scorecard. In 2006-2007, we will implement Detachment Performance Plans that will incorporate best practices in performance management. These plans will be key to providing excellent service in our communities
- **Business Continuity and Emergency Plans:** Large disruptive events such as the terrorist attacks in London, the tsunami and the Kelowna fires, as well as Hurricanes Katrina and Juan, often occur with little warning. In 2006-2007, we will continue to develop and update Business Continuity and Emergency Plans so that critical services can be provided to Canadians with minimal or no interruption
- **Interoperability:** Employees and partners must have appropriate and timely information to support operations. Technology solutions such as Canadian Police Information Centre modernization, National Inter-Agency Integrated Information System and the Automated Criminal Intelligence Information System are key enablers. Within legislative authority, we will continuously innovate and improve information sharing mechanisms to ensure we get the appropriate information to the right people at the right time

Overview

Our Management Structure

The RCMP is organized under the authority of the *RCMP Act*. In accordance with the *Act*, it is headed by the **Commissioner**, who, under the general direction of the Minister of Public Safety (Public Safety and Emergency Preparedness), has the control and management of the Force and all matters connected therewith.

Key components of our management structure include:

- **Deputy Commissioners Pacific, North West and Atlantic Regions:**
To oversee operations in these regions
- **Deputy Commissioner Federal Services and Central Region:**
To meet our federal policing mandate [includes Federal and International Operations (FIO) and Protective Policing Services] as well as A, C and O Division operations
- **Deputy Commissioner Operations and Integration:**
To drive horizontal integration in all areas including strategy, performance improvement and operations [includes Criminal Intelligence Directorate (CID), Strategic Planning and Policy Directorate (SPPD), Integrated Operations Support (IOS) and Community, Contract and Aboriginal Policing Services (CCAPS)]

- **Deputy Commissioner National Police Services:**

To focus on the provision of operational support services for the RCMP and broader law enforcement and criminal justice communities [includes Technical Operations, the Canadian Police College (CPC), Criminal Intelligence Service Canada (CISC), Forensic Laboratory Services (FLS), Information & Identification Services (I&IS), the National Child Exploitation Coordination Centre (NCECC), and the Chief Information Officer (CIO) Sector]

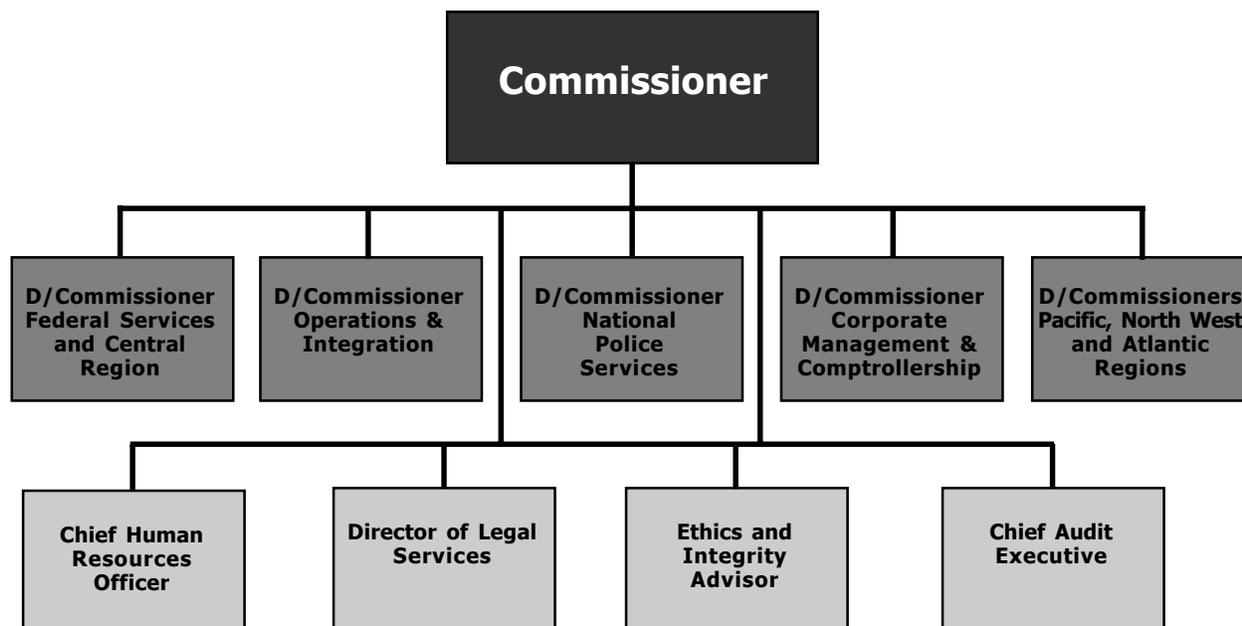
- **Deputy Commissioner Corporate Management and Comptrollership:**

To continue to meet standards of accountability, stewardship, results and value-based management, increased transparency and responsiveness, risk management, renewed control systems and sustainable development

- **Chief Human Resources Officer:**

To ensure Human Resources policies and processes work in practice to support operations in achieving service excellence

In addition to the Deputy Commissioners, the **Chief Human Resources Officer**, the **Ethics and Integrity Advisor**, the **Director of Legal Services** and the **Chief Audit Executive** (Observer Status) complete the Senior Executive Team.



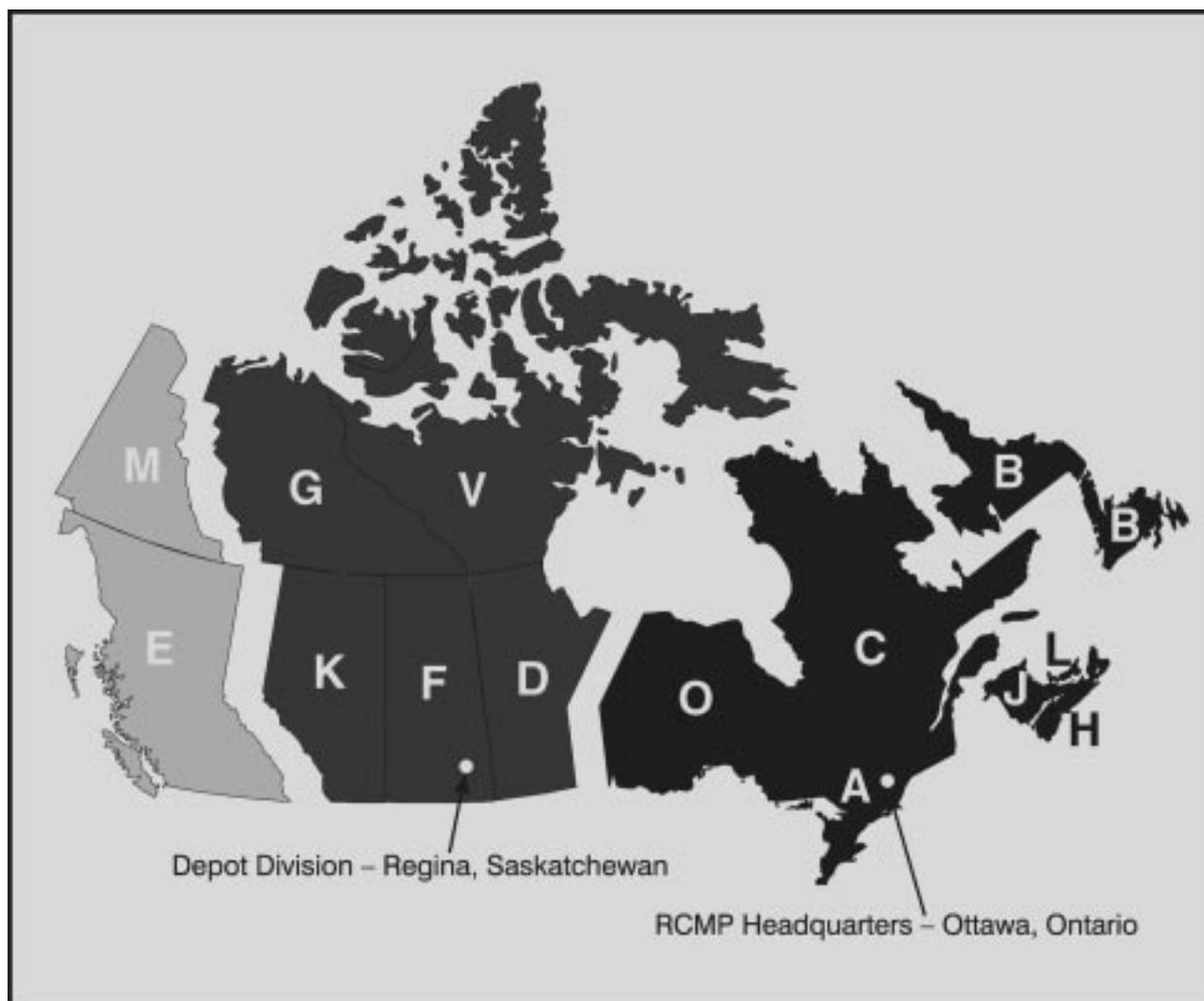
Where We Are Located

To deliver on our responsibilities, we have over 25,000 employees including Regular and Civilian Members and Public Service employees. We are also fortunate to have over 75,000 volunteers to assist us in our efforts to deliver quality services to the communities we serve across Canada.

The RCMP is unique in the world since we are a national, federal, provincial and municipal policing body, and as a result, the men and women of the RCMP can be found all across Canada.

Operating from more than 750 detachments, we provide: daily policing services in over 200 municipalities; provincial or territorial policing services everywhere but Ontario and Quebec; and services to over 600 Aboriginal communities, three international airports, plus numerous smaller ones.

We are organized into four regions, 14 divisions, National Headquarters in Ottawa and the RCMP's training facility – or "Depot" – in Regina. Each division is managed by a Commanding Officer and is alphabetically designated. Divisions roughly approximate provincial boundaries with their headquarters located in respective provincial or territorial capitals (except "A", Ottawa; "C", Montreal; "E", Vancouver; and "O", London).



Our Operating Environment

Context for Planning

RCMP plans and priorities are not developed in isolation; several key factors are considered. Through our rigorous scanning and analysis of the external environment and our own organization, the following elements have been identified as key influences on our strategic planning cycle for the 2006-2007 fiscal year.

- a) Integrated Policing
- b) The Environmental Scan
- c) RCMP Business Planning Process
- d) Speech from the Throne
- e) Budget 2006
- f) External Factors
- g) Major Events

By taking these elements into consideration throughout our planning cycle, we are able to identify strategic and management priorities that will allow us to focus on enhancing public safety, sustainable development and the effective and efficient operations of our organization.

a) Integrated Policing

Integrated Policing continues as the defining philosophy for everything we do as part of our Strategic Framework. It means collaborating with our partners at all levels towards common purposes, shared values and priorities. This globalization of public safety and security is characterized by:

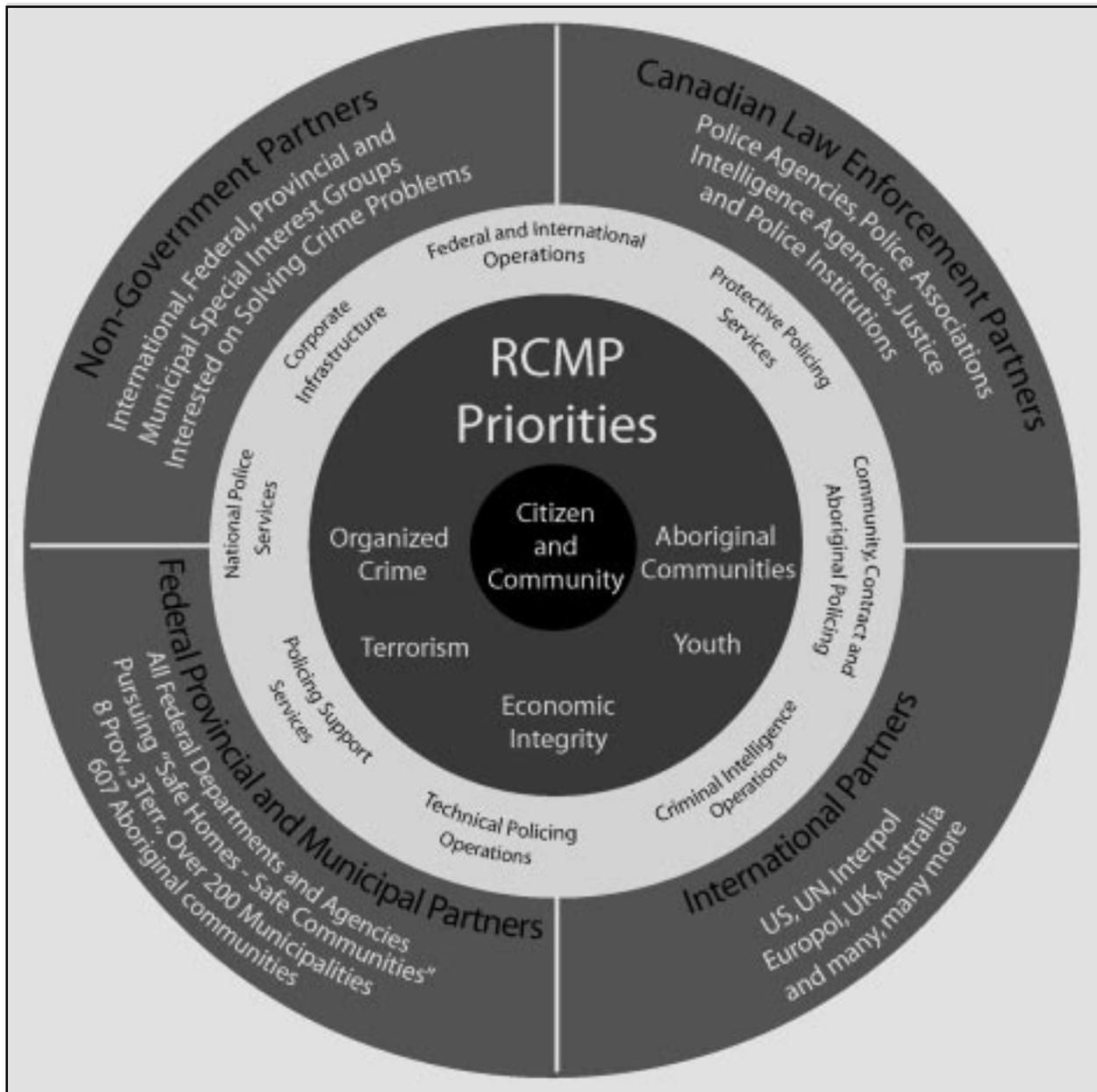
- Shared strategic priorities – devoting our resources to achieving common goals, with our actions based on the highest standards of transparency and accountability
- The free flow of intelligence – at all levels; within and between organizations and partners
- Interoperable systems – enabling “real-time” communications across organizations, borders and nations
- Seamless service delivery – eliminating fragmentation and duplication
- A need to leverage economies of scale – maximizing our individual and collective efforts

Last year we reported on five key challenges to achieving increased integration. While we continue to make progress on overcoming these challenges, there is still a lot to be done before we reach our goal of total integration/interoperability. These challenges include:

- Developing an over-arching framework to focus international integration efforts
- Addressing the lack of interoperability among police organizations
- Ramping up our human, technological and infrastructure-related resources to match current and future needs
- Challenging the culture of our law enforcement and intelligence institutions which may hinder information sharing
- Building public confidence and understanding in what we do

Integrated Policing

The following graphic captures the various elements of our Integrated Policing philosophy, including our partners and stakeholders, our program activities and our strategic priorities.



Overview

b) The Environmental Scan

The RCMP conducts robust environmental scanning to identify emerging issues and trends at local, national and global levels. This careful monitoring supports our senior managers in identifying key risks, challenges and opportunities, as part of our priority setting and business planning, to ensure we are appropriately positioned to operate effectively in a continually-evolving environment. In the last Report on Plans and Priorities we outlined the key elements affecting policing, the potential impacts on our organization and areas where we could make a difference. The key elements continue to be:

- Demographics
- Society
- Economy
- Politics and Governance
- Science and Technology
- Environment
- Public Safety and Security

We have moved to preparing Environmental Scans every three years, and to conducting a focused review on a particular area of interest and importance to the RCMP on an annual basis. This year, we looked at the trends affecting economic crime and as a result of the potential risks to the Canadian marketplace and Canadians identified in the scan, a new strategic priority was added – Economic Integrity.

c) RCMP Business Planning Process

The RCMP has a structured planning cycle. Using the latest environmental scan as a starting point, priorities are chosen and strategies are developed for those priorities. Using the Balanced Scorecard methodology, strategies are developed and aligned across the organization. Business plans are prepared at the division level and aggregated into program activity plans. Starting in 2006-2007, Detachment Performance Plans that incorporate best practices in performance management will be implemented to reinforce excellence in service in our communities and will support the business planning process.

All business plans capture: an environmental scan; an identification of risks and mitigation strategies; an identification of unfunded pressures; initiatives aligned with critical objectives emanating from the strategic priorities; an articulation of initiatives in support of a division or program activity strategy; and also a breakdown of all activities according to the Program Activity Architecture.

The Strategic Policy and Planning Directorate reviews the divisional and program activity plans in order to ensure corporate planning is aligned to operational priorities. Plans presented, which do not support the organizational strategy, are challenged and refined as necessary.

All identified unfunded pressures are supported by a comprehensive business case, approved at the Deputy Commissioner level. The collective pressures are then analyzed and prioritized using an RCMP developed prioritization tool. This tool weighs the pressure against factors such as: public safety; alignment with government priorities; alignment with RCMP priorities; and value for investment etc. This close examination results in a prioritized list of unfunded pressures for budgetary consideration.

d) Speech from the Throne

In the April 4, 2006, Speech from the Throne, the Government committed to tackling crime as one of its priorities, specifically the threat of gun, gang and drug violence.

The commitment to tackling crime will greatly impact the RCMP. To this end, the government has committed to propose changes to the Criminal Code to provide tougher sentences for violent and repeat offenders, particularly those involved in weapons-related crimes. It will help prevent crime by putting more police on the street and improving the security of our borders.

In addition, the Government committed to work with the provinces and territories to help communities provide hope and opportunity for our youth, and end the cycle of violence that can lead to broken communities and broken lives.

e) Budget 2006*

In keeping with the commitments made in the Speech from the Throne, the Government earmarked significant funding specifically for the purpose of tackling crime.

A summary of the key funding announcements impacting on the RCMP are:

- \$161 million for 1,000 more RCMP officers and federal prosecutors to focus on such law-enforcement priorities as drugs, corruption and border security (including gun smuggling)
- \$37 million for the RCMP to expand its National Training Academy (Depot) to accommodate these new officers and build the capacity to train more officers in the future
- \$20 million for communities to prevent youth crime with a focus on guns, gangs and drugs
- \$15 million over two years to increase the ability of the RCMP to populate the Data Bank with DNA samples from a greater range of convicted offenders
- \$303 million to implement a border strategy to promote the movement of low-risk trade and travelers within North America while protecting Canadians from security threats
- \$64 million over the next two years for Financial Transactions and Reports Analysis Centre of Canada, the RCMP, CBSA and the Department of Justice to bolster existing capacities to combat money laundering and terrorist financing
- \$9 million over two years for the RCMP to create Integrated Counterfeit Enforcement Team to conduct major counterfeiting investigations in Vancouver, Toronto and Montreal

* These additional resource announcements from Budget 2006 are incremental to all planned spending as reflected in Table 1: Departmental Planned Spending and Full Time Equivalents.

Alignment of RCMP Outcomes to Government of Canada Outcomes

The RCMP contributes directly to the Government of Canada’s social agenda, specifically, the Safe and Secure Communities outcome. The following graphic depicts the alignment of RCMP Strategic Outcomes to the Government of Canada’s Safe and Secure Communities outcome.

Government of Canada Policy Area	Canada’s Social Foundations
Government of Canada Outcome	Safe and Secure Communities
RCMP Strategic Outcomes	Quality Federal Policing Quality Contract policing Quality Policing Support

More information on RCMP Strategic Outcomes can be found in Section II.

Overview

f) External Factors Affecting our Operating Environment

Challenges to Law Enforcement

- From a policing and national security perspective, the events of September 11, 2001 moved national security issues high on the North American agenda and shaped responses to international threats as the United States and its partners pursued the war on terror. While terrorism remained the most pressing global threat, for billions of people, disease, civil war and natural disasters were, and continue to be, the primary risk to their safety and security
- Organized crime groups have become increasingly fluid and high tech, posing new and formidable challenges to law enforcement. The transnational and increasingly diffuse nature of threats created stronger international connectivity and coordination. In an uncertain world, these realities will challenge the RCMP as it fulfils its mandate for safe homes and safe communities
- Changing demographics and increasing expectations for service present ongoing human resource challenges. Recruiting must remain a priority for the RCMP as it is committed to fulfilling its policing obligations
- While the global focus on safety and security coupled with advancements in science and technology represent key drivers, specific trends in criminal activity have significant impacts for dedicated areas, which must galvanize resourcing strategies to address these emerging activities. These trends include the rising incidents of identity theft, cybercrime, illicit trade in arms, expanding child pornography markets, exploitation of vulnerabilities in information networks, and increasingly sophisticated tactics used by the criminally inclined
- Emerging government policies, priorities and legislation, and the growing expectations of both police and the public for increasingly rigorous processing and analysis of forensic evidence represent additional challenges to provide responsive operational support

g) Upcoming Major Events

- More and more, the RCMP is being tasked to support Canada's broader international profile as a leader on the world stage. This includes Canada's role as a host to other countries in the form of visiting dignitaries and delegations, conferences, meetings and other major public national and international events.

For the future, this includes, for example:

- ▶ 2006 Royal Visit of Prince Edward to the North West Territories, British Columbia, Alberta and Saskatchewan
- ▶ 2006 UN Habitat World Urban Forum in Vancouver, British Columbia
- ▶ 2007 Canada Winter Games in Whitehorse, Yukon
- ▶ 2008 Sommet de la Francophonie in Quebec City, Quebec
- ▶ 2008 Papal Visit in Quebec City, Quebec
- ▶ 2010 Olympics and Paralympic Games in Vancouver/Whistler, British Columbia



SECTION II: STRATEGIC PLANS AND PRIORITIES

Summary of Strategic Plans and Priorities

The police and law enforcement environment continues to evolve at an incredible pace. Canadians are placing a higher priority on community safety and personal and national security. The RCMP plays a significant role in helping the federal government assure citizens that all necessary steps are being taken to safeguard homes and communities, today and for the generations to come.

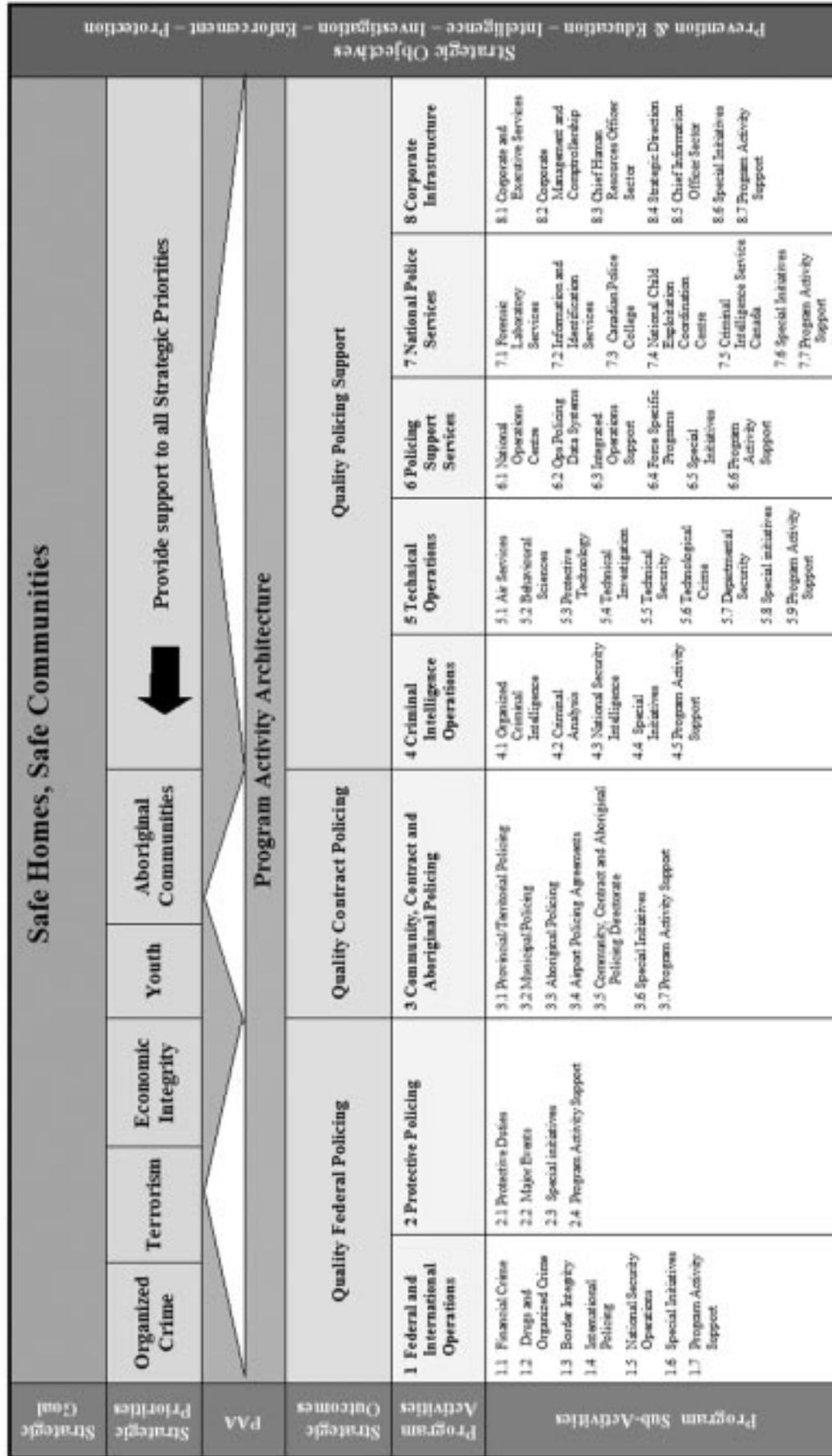
Working with partners in law enforcement and all levels of government, both domestic and international, the RCMP continues to actively pursue its vision of integrated policing as a means to leverage the resources of police and law enforcement communities and to bring common strategic approaches and collaborative efforts to bear on criminal activities.

Building on our Integrated Policing philosophy, the RCMP has evolved into an organization that is highly flexible and responsive to a Canadian and global environment. Our success is attributable, in large part, to having a clear strategic focus at all levels of the organization as well as our ability to manage horizontally across all functions of the Force to achieve maximum impact, efficiency and effectiveness through the programs and services we deliver. As a result, both the operational and administrative activities of the RCMP have become increasingly interrelated and inextricably linked to our strategic priorities, supported by the integrated planning process and practices entrenched across the Force.

By bringing together a number of planning activities – including strategic, operational, financial and human resources – our integrated planning cycle creates a closer link between business planning, strategic planning and program delivery. The cycle links resources to current needs and future expectations, and ties the RCMP effectively into the federal government's planning and budgeting cycle.

This section will provide a summary of the strategic plans and priorities at three levels of our organization. The first level will focus on our strategic goal, the second on our five strategic priorities and finally, a summary of the strategic plans and priorities for our strategic outcomes based on our Program Activity Architecture (PAA).

Summary of our Strategic Goal, Priorities and Outcomes



Our Strategic Goal

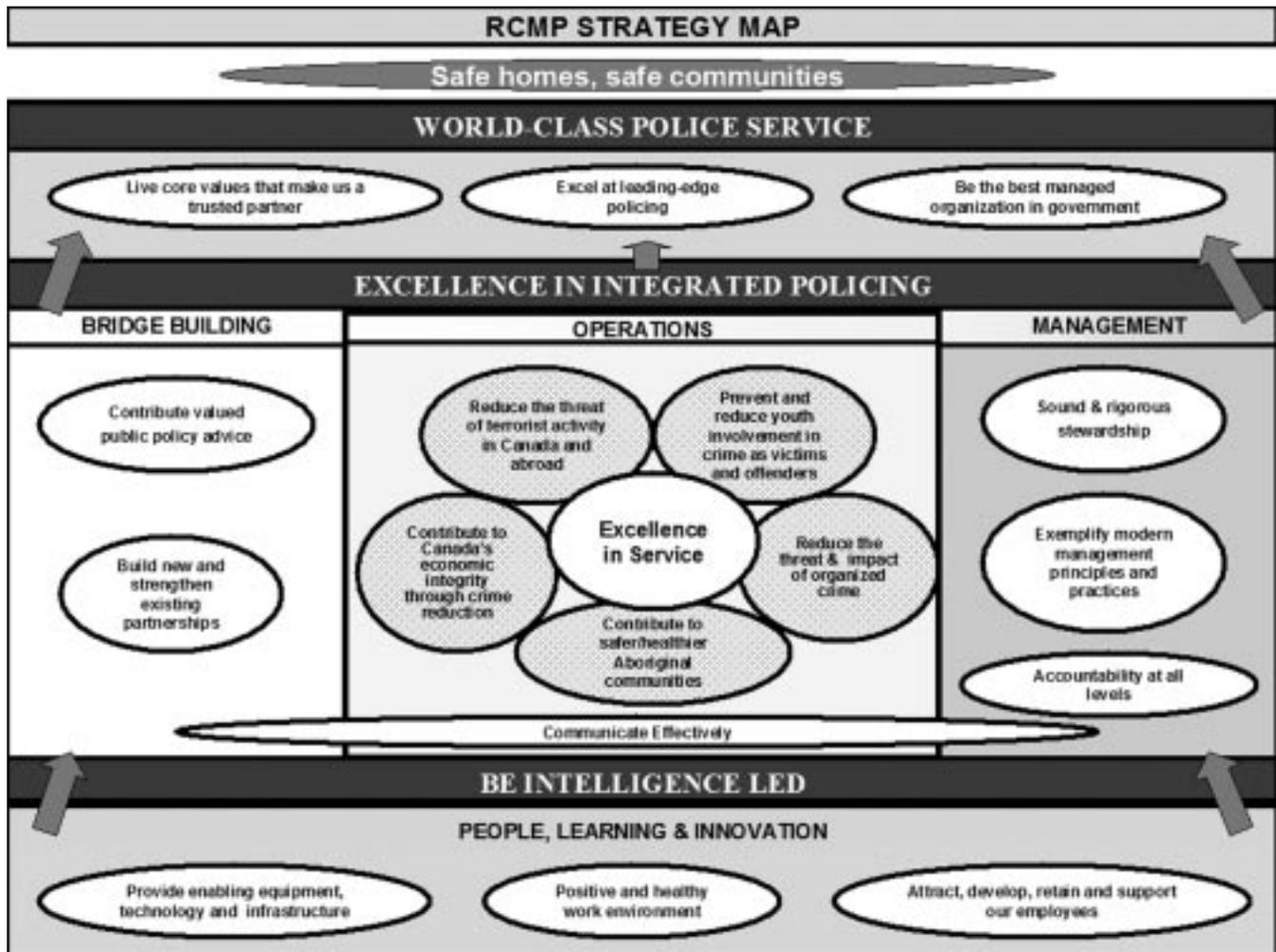
Our strategic goal is to work towards safe homes and safe communities for all Canadians. To achieve this, we continue our efforts aimed at being an organization of excellence, addressing our strategic priorities in a way that is accountable, guided by clear values, intelligence-led and collaborative. In particular, our efforts are directed towards protecting Canadian families and communities by strengthening the law enforcement system.

To ensure we continue to make progress towards our strategic goal, we will track our performance against the following measures:

- Canadians’ perceptions of the importance of the RCMP’s contribution to ensuring safe homes and safe communities
- Canadians’ level of satisfaction with the RCMP’s contribution to ensuring safe homes and safe communities
- Canadians’ level of agreement that the RCMP’s services are important for Canada
- Canadians’ level of agreement that the RCMP places emphasis on providing good service

- Canadians’ level of agreement that the RCMP plays a valuable role in reducing the impact of organized crime in Canada
- Canadians’ level of agreement that the RCMP plays a valuable role in reducing the threat of terrorist activity in Canada
- Canadians’ level of agreement that the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities
- Canadians’ level of agreement that the RCMP plays a valuable role in preventing and reducing youth involvement in crime
- Canadians’ level of agreement that the RCMP plays a valuable role in reducing the impact of economic crime in Canada

The following strategy map and summary table capture our strategic outcome, objectives and key performance goals for the 2006-2007 fiscal year.



Summary of Departmental Strategic Goal

Strategic Goal	Outcome Statement	Supporting Strategic Priorities	Key Performance Goals	Planned Spending (millions)*		
				2006-2007	2007-2008	2008-2009
Safe Homes, Safe Communities	To work towards providing safe homes and safe communities by addressing our strategic priorities in a way that is accountable, guided by clear values, intelligence-led, and collaborative	<ul style="list-style-type: none"> Organized Crime Terrorism Youth Economic Integrity Aboriginal Communities 	<ul style="list-style-type: none"> Achieve 95% agreement amongst Canadians that the RCMP's contribution to ensuring safe homes and safe communities is important Achieve 85% satisfaction amongst Canadians with the RCMP's contribution to ensuring safe homes and safe communities Achieve 95% agreement amongst Canadians that the RCMP's services are important for Canada Achieve 85% agreement amongst Canadians that the RCMP places emphasis on providing good service 	\$3,317.7	\$3,248.1	\$3,231.5
		Supporting Strategic Outcomes	<ul style="list-style-type: none"> Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of organized crime in Canada 	Planned FTEs		
		<ul style="list-style-type: none"> Quality Federal Policing Quality Contract Policing Quality Policing Support 	<ul style="list-style-type: none"> Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role in reducing the threat of terrorist activity in Canada Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role in preventing and reducing youth involvement in crime Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of economic crime in Canada 	26,079	26,311	26,448

*The Planned Spending figures are taken directly from the Main Estimates and include Respendable Revenue (see Section III – Table 1)

** Does not include incremental resource announcements in Budget 2006.

Our Strategic Priorities

Our strategic priorities are carefully selected after rigorous scanning and analysis of the external environment to support the achievement of our strategic goal. The selection of priorities allows us to focus strategically on enhancing public safety. Each priority has its own strategy and is championed by a Deputy Commissioner who leads a group, representing the program activities responsible for each strategic objective, focused on ensuring the success of the strategy. This group is referred to as the Strategic Priority Working Group.

RCMP Strategic Priority Working Groups (SPWG) were launched in order to enhance our ability to work across sectors and with other departments and agencies, promoting an integrated horizontal management philosophy. This approach enables the RCMP to work beyond traditional program activity management structures. As a result, cooperation and effectiveness are enhanced in areas where the RCMP does not have exclusive mandate.

There are five Strategic Priority Working Groups, one for each of our national strategic priorities. Each Strategic Priority Working Group is led by a Deputy Commissioner who is responsible for strategy development and implementation:

- **Organized Crime:** Deputy Commissioner, Federal Services and Central Region
- **Terrorism:** Deputy Commissioner, Operations and Integration
- **Youth:** Deputy Commissioner, Atlantic Region
- **Economic Integrity:** Deputy Commissioner, National Police Services
- **Aboriginal Communities:** Deputy Commissioner, North West Region

Strategic Priority Working Group members represent such areas as: Human Resources (HR); Public Affairs and Communications Services Directorate (PACSD); Corporate Management and Comptrollership (CM&C); Criminal Intelligence Directorate (CID); Federal and International Operations (FIO); National Police Services (NPS); Community, Contract and Aboriginal Policing Services (CCAPS); and the Strategic Policy and Planning Directorate (SPPD).

The groups meet on a quarterly basis. It is anticipated that Strategic Priority Working Groups will become increasingly interdepartmental as key players from other organizations – including Government of Canada departments and agencies, external and international partners – will be invited to share ideas, initiatives and resources in support of common goals.

Our strategic priorities provide the focus for operational activities across the entire organization to increase the barometer of public safety. The remainder of this section will focus on the strategic plans, priorities and key performance goals of our five strategic priorities.

Strategic Priority: Organized Crime

Reduce the threat and impact of organized crime

What Makes This A Priority

- Government public safety and security priorities continue to include strong national/international institutions and the economy and a focus on Canada's cities and communities
 - Available data suggests current annual global revenues from illicit criminal activities include:
 - ▶ \$100 to 300B from drug trafficking
 - ▶ \$10 to 12B toxic and other hazardous waste dumping
 - ▶ \$9B from automobile theft in the US and Europe
 - ▶ \$7B from alien smuggling
 - ▶ widely disparate figures (i.e., \$1-20B) for theft of intellectual property through pirated videos, software and other commodities
 - Global trade in pirated goods – estimated at US\$450B (5-7% of total value of global trade)
 - Organized crime is increasingly transnational in nature; IT innovations facilitating intellectual property crime – ID theft – \$2B losses in US alone; 900% increase in volume of counterfeit notes passed over last decade
 - Drug trafficking continues to be the principal source of revenue for most organized crime groups; it is recognized that some of the profit derived from drug sales may eventually find its way to terrorist and other insurgent groups who are also involved directly/indirectly in drug trade
 - Direct and indirect links between production, distribution and use of controlled substances and other criminal activities
 - Detrimental consequences of drug abuse include physical, emotional, economic and social harm to both individual Canadians and Canadian society
 - Ripple effects of organized crime – drug abuse costs OECD countries more than \$120B per year in enforcement, prosecutions, prisons, prevention, treatment, health care and financial losses
 - Marine ports are the primary point of entry for the smuggling of illicit drugs, tobacco, alcohol and firearms
 - More than 174M people “on the move” – more than double the number from 35 years ago; illegal movements increasingly significant – annual illegal entry estimated at 500,000 to US, Canada, Australia and New Zealand; 800,000 to 4M trafficked across international borders
 - Organized crime is heavily involved in small arms trade and there is an increasing risk that they will traffic in Chemical, Biological, Radiological and Nuclear (CBRN) weapons
 - There are 600M small arms and light weapons in circulation worldwide
- (Sources: RCMP Environmental Scan 2004; CISC Annual Report on Organized Crime in Canada, 2004; Annual Report on Organized Crime in Canada, 2005; RCMP policy centres; October 2004 Speech from the Throne)*

Overview

Organized crime poses a serious long-term threat to Canada's institutions, society, economy and to our quality of life. The RCMP Organized Crime strategic priority focuses on “Reducing the threat and impact of organized crime”. In countering the growth of organized crime groups, and dismantling or disrupting their structures and sub-groups, a critical component is the improved coordination, sharing and use of criminal intelligence. This intelligence is used in support of integrated policing, law enforcement plans and strategies as well as initiatives designed to communicate the impact and scope of organized crime.

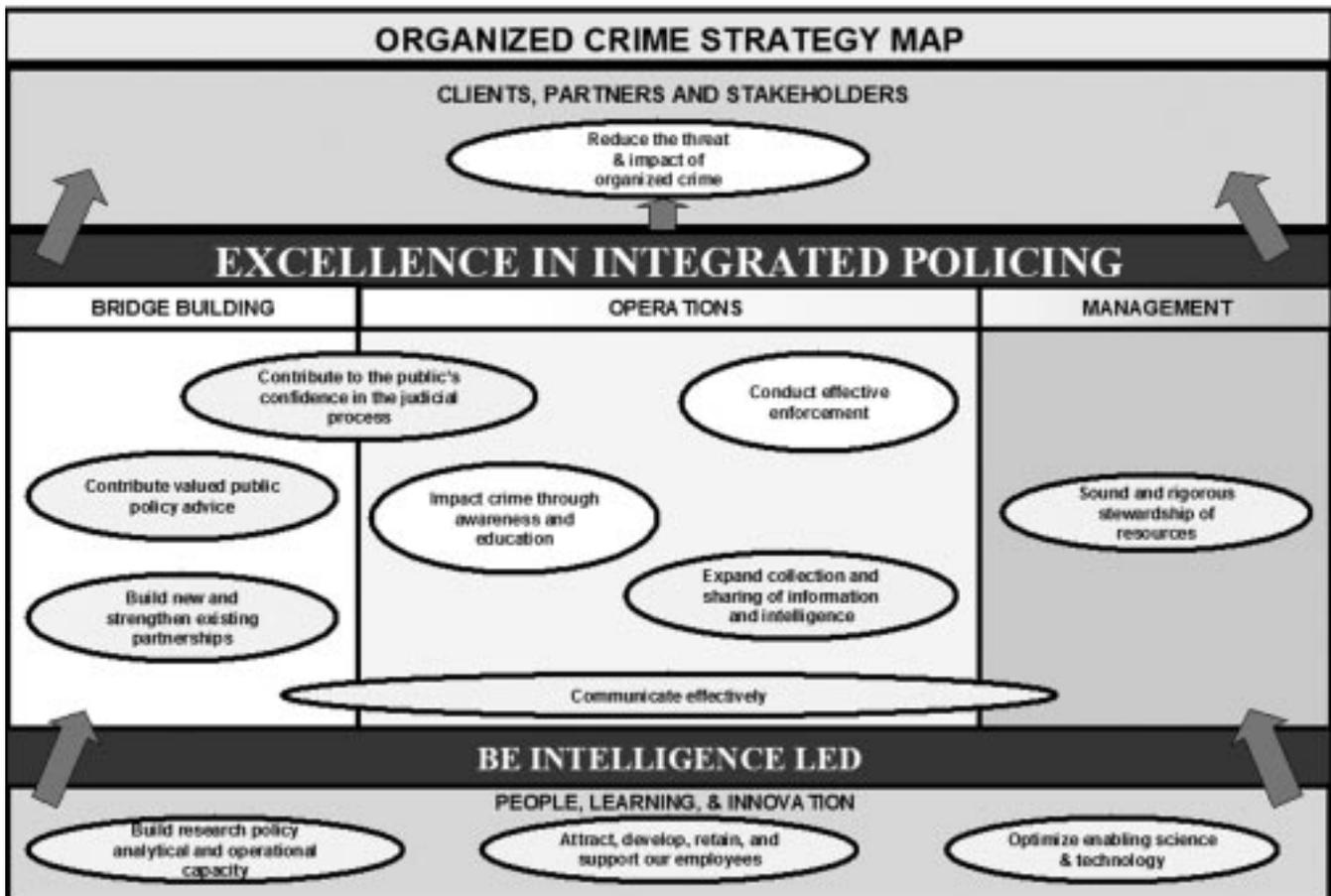
Utilizing the intelligence base established by the RCMP, operations will provide leadership in developing and implementing intelligence-led tactical operational plans in partnership with other police and law enforcement agencies to meet the strategic outcome of reducing the threat and impact of organized crime. In addition, the RCMP is embarking on an aggressive program of proactively seeking out actionable intelligence in direct support of enforcement actions. The RCMP is deploying “Probe Teams” alongside existing enforcement resources. This initiative will give practical structure to the term “intelligence-led policing” and has demonstrated success against organized crime in trials thus far.

Strategic Plans and Priorities

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards reducing the threat and impact of organized crime in Canada. The key plans and priorities for the coming year are to:

- Reduce the supply of and demand for illicit drugs in Canada
- Create an environment of reduced drug supply where demand reduction efforts have a greater likelihood of success
- Conduct effective investigations – enhance our capability and capacity to effectively conduct organized crime investigations
- Impact crime through awareness and education
- Be intelligence-led – effective, intelligence-based priority setting and decision making
- Expand the collection and sharing of information and intelligence; facilitate greater contribution; develop new sources of information; collect data on new and emerging subject areas; and exchange ballistics information on firearms between Canada and the United States
- Build new and strengthen existing partnerships, both within Canada and internationally
- Contribute to public policy at earliest stage of development
- Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information while respecting privacy and legal considerations
- Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP, Canadian and international police and partner agencies
- Conduct applied and theoretical research; contribute to environmental analysis; provide policy analysis, development and advice; and conduct program design, policy and program monitoring and evaluation
- Strengthen Canada's criminal intelligence community by supporting Criminal Intelligence Service Canada's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada



Strategic Priority: Organized Crime – Ongoing

Strategic Outcome	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
			2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> Reduce the threat and impact of organized crime 	<ul style="list-style-type: none"> Increase by 10% the percentage of stakeholders and partners who agree the RCMP effectively communicates what it is doing, and why it is doing it Increase by 10% the percentage of stakeholders who agree the RCMP provides accurate and complete information about its programs and services 	<ul style="list-style-type: none"> 1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 7 – National Police Services 	\$592.9	\$592.4	\$570.1
<p>Strategic Objectives</p> <ul style="list-style-type: none"> Communicate effectively Sound and rigorous stewardship of resources Be intelligence led Expand collection and sharing of information and intelligence Build new and strengthen existing partnerships Contribute valued public policy advice Ensure data quality and integrity Improve planning and performance management Conduct effective investigations Impact crime through awareness and education Build research, policy analytical and operational capacity Attract, develop, retain and support our employees Optimize enabling science and technology 	<ul style="list-style-type: none"> Achieve 85% agreement amongst stakeholders and partners that the RCMP is a valuable partner in reducing the threat and impact of organized crime Triple the number of external partners participating on the Strategic Priority Working Group Achieve 85% agreement amongst stakeholders that the RCMP provides valuable input into the development of public policy on organized crime 	<p>Supporting Program Activities (PAA)*</p> <ul style="list-style-type: none"> 1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 7 – National Police Services 	<p>Planned FTEs</p>		
			2006-2007	2007-2008	2008-2009
		<ul style="list-style-type: none"> 1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 7 – National Police Services 	4,568	4,726	4,819
		<ul style="list-style-type: none"> 3 – Community, Contract and Aboriginal Policing 	13,610	13,629	13,641
		<ul style="list-style-type: none"> 4 – Criminal Intelligence Operations 	547	567	579
		<ul style="list-style-type: none"> 5 – Technical Policing Operations 	1,164	1,195	1,213
		<ul style="list-style-type: none"> 7 – National Police Services 	1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

- Support Canada's law enforcement community by participating in Criminal Intelligence Service Canada's Integrated National Collection Plan and contributing to the production of the *National Threat Assessment on Organized and Other Serious Crime* affecting Canada

The Organized Crime priority is supported by the following Program Activities, Sub-Activities and Sub-Sub-Activities:

PAA Activity

- 1 – Federal and International Operations
- 3 – Community, Contract and Aboriginal Policing
- 4 – Criminal Intelligence Operations
- 5 – Technical Policing Operations
- 7 – National Police Services

PAA Sub-Activities

- 1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others
- 1.2 Drugs and Organized Crime – Focuses on combating organized crime as well as drug-related social and economic harm to Canadians; works to reduce supply of and demand for illicit drugs using an integrated approach involving measures for prevention, education, enforcement, counseling, treatment and rehabilitation
- 1.3 Border Integrity – Responsible for enforcement issues related to Canada's borders, and enforcement of more than 250 federal statutes in a variety of areas
- 1.4 International Policing – Enhances international cooperation at strategic and tactical levels between RCMP and foreign police and law enforcement agencies
- 3.1 Provincial/Territorial Policing – Provides policing services to eight provinces and three territories through cost-shared police service agreements
- 3.2 Municipal Policing – Provides policing services to diverse municipalities in seven provinces through cost-shared police service agreements
- 4.1 Organized Criminal Intelligence – Responsible for assessment, monitoring and coordination of all organized crime or other serious criminal activity

5.6 Technological Crime – Acts as policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, and researches and develops new and advanced forensic methodology and techniques

7.2 Information and Identification Services – Contributes through a national information exchange system with Canadian and international law enforcement agencies on matters such as criminal records and fingerprints

7.3 Canadian Police College – Provides advanced and specialized training in police management and the investigation of organized crime to all Canadian Police services

PAA Sub-Sub-Activities

- 1.1.1 Commercial Crime – Reduces, controls and prevents business-related or white collar crimes
- 1.1.2 Proceeds of Crime – Oversees RCMP's contribution to Integrated Proceeds of Crime (IPOC) partnership against money laundering; identifying, restraining and forfeiting illicit and unreported wealth accumulated through criminal activity
- 1.1.3 Money Laundering – Involves investigation and prosecution of major organized crime groups operating in Canada; removal of financial incentive for engaging in criminal activities
- 1.1.4 Integrated Market Enforcement – Jointly managed integrated teams that focus on most serious cases of corporate and market fraud
- 1.2.1 Organized Crime – Reduces threat and impact of organized crime groups, dismantling or disrupting their structures
- 1.2.3 Source Witness Protection – Responsible for the Source Witness Protection and Human Source programs
- 1.2.6 Integrated Organized Crime Investigation Units – Integrated units from various agencies and departments that investigate, prosecute, disrupt and dismantle organized crime activities
- 1.2.7 Drug Awareness – Works to reduce substance abuse and provide prevention through education, awareness and treatment

Strategic Plans and Priorities

1.2.9 Drug Enforcement – Contributes to reduction in supply of and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice

1.3.1 Federal Enforcement – Responsible for investigation of more than 250 federal statutes in a variety of areas including environmental crime and wildlife, airport/marine federal enforcement services, consumer protection, public safety and financial loss to the federal government

1.3.2 Immigration and Passport – Responsible for investigating violations of the *Immigration Refugee and Protection Act*, *Citizenship Act* and *Criminal Code* violations related to Citizenship offences, Canada passport offences, frauds, forgeries and conspiracies

1.3.3 Customs and Excise – In partnership with clients, partners and the community, enforces laws, within Canada and along the uncontrolled border, governing the international movement of goods; the illicit manufacture, distribution or possession of contraband products (including tobacco and spirits); the illicit traffic of critical high technology and strategic goods; and regulations that impose non-tariff (permit) controls on the international movement of commodities

1.3.4 Integrated Border Enforcement – A multi-agency law enforcement team that emphasizes a harmonized approach to Canadian and United States efforts to target cross-border criminal activity

1.3.5 Marine Security – The Marine and Ports Initiative is an integrated and strategic approach to prevent, deter and detect illicit activity, cargo or people who may pose a threat to the safety and security to Canada, the United States and the international community

1.3.6 Airport/Coastal Watch – Curtails the movement of contraband by sea and by air, and identifies activities which constitute a threat to national security through information and cooperation from the public, community groups, the private sector and other agencies

3.1.4 Commercial Crime – Conducts commercial crime investigations including bankruptcy, securities and income tax crimes, corporate and business fraud, counterfeiting, corruption of officials and white collar crime

3.1.5 Criminal Intelligence – Conducts research and analysis to identify criminal activities (e.g., organized crime); develops, collects, analyses and disseminates intelligence to accredited police departments to assist in investigations; provides support to major criminal investigations proposed or undertaken by field units

5.6.1 Technological Forensics Support – Conducts search, seizure and analysis of electronic evidence in support of criminal investigations

7.1.1 Counterfeits and Documents – Provides forensic analysis of suspect travel documents, currency and payment cards to determine if they are genuine

7.1.9 Integrated Ballistic Identification Systems – Employs technology to link recovered firearms to crimes through the forensic comparison of fired bullets and cartridge cases in connection with criminal activity

7.2.5 National Weapons Enforcement Support Team (NWEST) – Supports frontline police agencies throughout Canada and internationally in gathering of evidence to assist the agencies in successfully prosecuting persons involved in the illegal movement and criminal use of firearms. This is accomplished, in part, by investigative support, training and lectures, analytical assistance, expert evidence, firearms identification and tracing, and liaising with domestic and international enforcement agencies

Key Partners

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

Strategic Priority: Terrorism

Reduce the threat of terrorist activity in Canada and abroad

What Makes This A Priority

- Government priorities continue to include public safety and security; commitment to build on success of Smart Border; strengthened continental security; and increasing international profile
- Threat of terrorism is still prominent – Voice of the People Gallup poll
- Threat of terrorism includes: actions waged by state and non-state actors; Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological and Nuclear threats; suicide bombings – taking lives, wreaking havoc on economic infrastructures and creating environment of fear in public
- Global security environment in transition – unpredictable violence with threats from both natural and man-made sources undermining global stability
- Threats that cross borders and menace integrity of nations and/or health of citizens remain the key security challenges – transnational character to many threats; threats increasingly generated from diffuse sources; difficult to define; increasingly international in composition
- The second generation of al-Qaeda – the radicalization of youth worldwide; an entire new generation of young Muslim fighters adopting the al-Qaeda doctrine of global jihad; al-Qaeda is evolving into an idea or cause rather than a structured group
- Disruption of terrorist groups progressing, but networks still active – experts estimate there are 30-40 terrorist groups worldwide affiliated with al-Qaeda, with presence in 60 countries; 18,000 “graduates” from training camps still operational
- Approximately 85% of Canada’s trade is with the US; more than 300,000 people cross the border every day
- 3,700 large cargo and passenger ships dock in Canadian ports and nearly 3.5M containers pass through ports annually; many Canadian ports receive some form of international shipping – all are potentially vulnerable

(Sources: Canada’s Performance, 2004; October 2004 Speech from the Throne; RCMP policy centres; Voice of the People international poll; RCMP Environmental Scan, 2004)

Overview

The threat of terrorism in contemporary society is continually changing, presenting a “criminal intelligence challenge” to governments around the world. Potential terrorists have not yet necessarily engaged in criminal activity and are therefore difficult to recognize and impede. Terrorist organizations are increasingly sophisticated, with educated members linked through technology allowing them to operate in cells worldwide. In addition, law enforcement has identified “single issue terrorism” (extremist groups dedicated to specific issues versus widespread political change) as a serious threat.

The worldwide operations base of terrorist groups emphasizes the importance of an integrated policing approach where criminal intelligence is shared among countries around the world.

The RCMP is committed to working in partnership with both domestic and foreign agencies to enhance prevention measures against the threat of terrorism in North America and elsewhere.

The RCMP strategic priority of Terrorism continues to focus on “Reducing the threat of terrorist activity in Canada and abroad”. Using an intelligence-led, integrated approach, we will focus our activities on achieving this goal. Our participation in Canada-US and domestic interdepartmental national security committees and working groups aimed at the enhancement of transport security, border integrity, intelligence and information sharing are examples of this approach. Internationally, the seeking of best practices and enhanced information sharing have been pursued through our active participation in the G8 Roma-Lyon Anti-Crime and Terrorism (ACT) Group.

Strategic Plans and Priorities

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards reducing the threat of terrorist activity by preventing terrorist groups from operating in Canada and abroad. The key plans and priorities for the coming year are to:

- Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods
- Ensure border integrity – work with partners to create “smart borders”; prevent entry of those who pose terrorist threat
- Implement national program activity in order to successfully detect, prevent/disrupt and investigate terrorist activity
- Expand the collection and sharing of information and criminal intelligence with internal and external audiences

- Produce robust criminal intelligence – to provide a real-time, comprehensive map of terrorism in Canada
- Build new and strengthen existing partnerships, nationally and internationally
- Contribute to public policy – enhance RCMP participation in public policy at earliest stage of development

The Terrorism priority is supported by the following Program Activities, Sub-Activities and Sub-Sub-Activities:

PAA Activity

- 1 – Federal and International Operations
- 2 – Protective Policing Services
- 3 – Community, Contract and Aboriginal Policing
- 4 – Criminal Intelligence Operations
- 5 – Technical Policing Operations
- 6 – Policing Support Services
- 7 – National Police Services



Strategic Priority: Terrorism – Ongoing

Strategic Outcome	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
			2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> Reduce the threat of criminal terrorist activity in Canada and abroad 	<ul style="list-style-type: none"> Successfully disrupt the planned number of significant terrorist targets in 2006-2007 Increase by 10% the percentage of stakeholders/partners who agree the RCMP effectively communicates what it is doing and why it is doing it Increase by 5 the number of new partner groups or agencies with whom information is shared Increase by 10 the number of new or expanded information sources/ techniques that advance specific National Security initiatives 	<ul style="list-style-type: none"> 1 – Federal and International Operations 2 – Protective Policing Services 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 6 – Policing Support Services 7 – National Police Services 	\$592.9	\$592.4	\$570.1
Strategic Objectives	<ul style="list-style-type: none"> Achieve 100% successful completion of projects/investigations related to key terrorist targets Increase to 84% the percentage of stakeholders/partners who agree the RCMP is a valuable partner in reducing the threat and impact of terrorism Double the number of external partners participating in Strategic Priority Working Groups Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to terrorism Achieve 100% compliance for investigations which are centrally coordinated in accordance with National Security Policy Attain level of 60% for Border Integrity investigations that are initiated by Intelligence Profiles 	Supporting Program Activities (PAA)*	Planned FTEs		
<ul style="list-style-type: none"> Communicate effectively Sound and rigorous stewardship of resources Enhance and expand the focus of the current intelligence base Deliver quality criminal intelligence Ensure border integrity Successfully detect, prevent/ disrupt and investigate terrorist activity Build new and strengthen existing partnerships Contribute valued public policy advice Enhance centrally coordinated National Security Program management Attract, develop, retain and support our employees Optimize enabling science and technology 			2006-2007	2007-2008	2008-2009
		<ul style="list-style-type: none"> 1 – Federal and International Operations 2 – Protective Policing Services 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 6 – Policing Support Services 7 – National Police Services 	4,568	4,726	4,819
			768	769	770
			13,610	13,629	13,641
			547	567	579
			1,164	1,195	1,213
			326	327	327
			1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Strategic Plans and Priorities

PAA Sub-Activities

1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others

1.2 Drugs and Organized Crime – Focuses on combating organized crime, as well as drug-related social and economic harm to Canadians; works to reduce supply of and demand for illicit drugs using an integrated approach involving measures for prevention, education, enforcement, counselling, treatment and rehabilitation

1.3 Border Integrity – Responsible for enforcement issues related to Canada's borders and enforcement of more than 250 federal statutes

1.4 International Policing – Enhances international cooperation at strategic and tactical levels between RCMP and foreign police and law enforcement agencies

1.5 National Security Operations – Responsible for operational activities relating to RCMP's mandate for security-related criminal offences under the *Security Offences Act*

2.1 Protective Duties – Protection of foreign dignitaries visiting or residing in Canada including official residences and designated sites

3.6 Special Initiatives – Initiatives in support of Public Security and Anti-Terrorism (PSAT)

4.3 National Security Intelligence – Responsible for assessment, coordination and monitoring of all national security criminal investigations and intelligence, both nationally and internationally

4.4 Special Initiatives – Initiatives in support of Public Security and Anti-Terrorism (PSAT) such as terrorist financing, threat assessments, INSETs and the National Security analytical components of IBETs

5.6 Technological Crime – Acts as policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel, including Internet-based investigations, necessary research and development of computer forensic utilities, and computer forensic assistance to other domestic and international accredited agencies and police services

6.1 National Operations Centre – Provides a communications focal point for the RCMP. Includes a fully integrated and computerized multimedia environment that facilitates centralized coordination during critical incident management. Also incorporates a technologically advanced reporting facility to support senior management of the RCMP, as well as protective and criminal operations from coast to coast

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, and researches and develops new and advanced forensic methodology and techniques

7.2 Information and Identification Services – Contributes through a national information exchange system with Canadian and international law enforcement agencies on matters such as criminal records and fingerprints

PAA Sub-Sub-Activities

1.1.2 Proceeds of Crime – Oversees the RCMP's contribution to the Integrated Proceeds of Crime (IPOC) partnership against money laundering, which is coordinated by the Solicitor General of Canada

1.3.2 Immigration and Passport – Responsible for investigating violations of Acts related to citizenship offences, Canada passport offences, frauds, forgeries and conspiracies

1.3.4 Integrated Border Enforcement – Multi-agency enforcement teams emphasizing harmonized approach to prevent, deter and detect illicit activity, cargo or people who may pose a threat to the safety and security of Canada, the United States and the international community

1.3.5 Marine Security – Integrated and strategic approach to prevent, deter and detect illicit activity, cargo or people who may pose a threat to the safety and security of Canada, the United States and the international community

1.4.1 International Operations – Provides support and assistance, through the Liaison Officers, to Canadian law enforcement agencies in the prevention and detection of offences to Canadian federal laws

1.4.2 Interpol – Focuses on law enforcement action having international ramifications in all sectors of criminal activity

1.6.1 Integrated National Security Enforcement (INSETs) – Enhances collective ability to combat national security threats through increased capacity for collection, sharing and analysis of intelligence with respect to targets that are a threat to national security

2.1.4 Canadian Air Carrier Protective Program (CACPP) – Activities related to the administration of the Canadian Air Carrier Protective Program, including policy centre, central travel unit, central training and delivery of program through field units

3.6.17 Chemical, Biological, Radiological and Nuclear Response (CBRN) – Ensures RCMP can respond to CBRN threats and incidents through education, tools and training

5.6.1 Technological Forensics Support – Conducts search, seizure and analysis of electronic evidence in support of criminal investigations

7.1.1 Counterfeits and Documents – Provides forensic analysis of suspect travel documents, currency and payment cards to determine if they are genuine

7.3.2 Canadian Police College Police Sciences School – Trains and certifies all Canadian police explosives, investigators, and polygraph technicians, and sets the de facto standard for Canadian police forensic identification training

Key Partners

Public Safety (PSEPC); Privy Council Office (PCO); Department of Justice (DOJ); Canadian Security Intelligence Service (CSIS); Communications Security Establishment (CSE); Citizenship & Immigration Canada (CIC); Canada Border Services Agency (CBSA); Transport Canada (TC); Canadian Air Transport Security Authority (CATSA); Canadian Association of Chiefs of Police (CACP); Department of National Defence (DND); Foreign Affairs Canada (FAC); US Coast Guard; US Customs and Border Protection / Office of Border Patrol (US CBP/BP); US Immigration and Customs Enforcement (US ICE); US Department of Justice (Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]); US Drug Enforcement Administration (DEA); Department of Foreign Affairs (DFA); Interpol; Europol; P8 Senior Experts Groups on Transnational Organized Crime; OAS Inter-American Committee Against Terrorism (CICTE); and International Association of Chiefs of Police and counterpart agencies in the US, England and Australia, G8 Law Enforcement Working Group on Terrorism

Strategic Priority: Youth

Prevent and reduce youth involvement in crime as victims and offenders

What Makes This A Priority

- Government priorities and social policies continue to include children, caregivers and seniors; public safety and security; crime prevention/diversion; learning and innovation
- Rising family dissolution – one in four children live through parental separation by age 10; 19% live with single parent, primarily mother; children who experience separation/divorce are more likely to separate in adult life
- Child poverty rate has remained steady at about 15% in past three decades – 1 in 6 – or 1M children growing up poor
- Poverty among children of recent immigrants (those arriving in Canada within the last ten years) – more than twice national rates
- Number of people using food banks up 92% in past decade – estimated 42% of users are children; also homeless
- UNICEF report on child poverty ranks Canada 17th out of 23 developed countries on child well-being
- Children of low income families exhibit higher rates of poor health, hyperactivity and delayed vocabulary development – evidence that early childhood development, parental and family leave and child care programs redress economic disadvantages associated with poorer health outcomes
- Technological advances are continuing to facilitate increased availability of child pornography in Canada and internationally
- Criminal networks have emerged online in order to share child pornography and learn from others
- Child pornography (possession, manufacture and distribution) cases reported in US rising dramatically – fourfold increase between 1998 and 2003; according to US DOJ, 1 in 5 children (ages 10 to 17) receives unwanted sexual solicitations online
- A significant number of pedophile networks have been increasingly emerging online, involving individuals worldwide
- Globally, annual profits from child pornography are estimated to total approximately \$24B

(Sources: RCMP Environmental Scan, 2004; CISC Annual Report on Organized Crime in Canada, 2004; CISC Annual Report on Organized Crime in Canada, 2005, Canada's Performance 2004; October 2004 Speech from the Throne; RCMP National Youth Strategy)

Overview

Both nationally and internationally, it is recognized that economic disparity may increase the potential for criminality.

In Canada, almost 20% of children live in low-income households. These children are twice as likely to live with violence, and more than three times as likely to live with a depressed parent.

To successfully address youth crime and victimization, police must continue to increase their involvement in non-traditional policing roles. This means taking what we have learned about crime prevention and factors associated with crime and shaping RCMP service delivery to reflect this knowledge. When considering the Youth strategic priority, social development, root causes, community wellness and problem-solving provide the cornerstones of our work.

Plans and Priorities

The RCMP Youth strategic priority continues to focus on preventing and reducing youth involvement in crime as victims and offenders by implementing a continuum of responses that are consistent with the *Youth Criminal Justice Act* that address root causes and enhance community capacity.

This approach follows crime prevention through a social development model, which requires strong linkages to partners in the community, including schools and other social or youth-oriented agencies. Identifying and making early interventions in the lives of youth at risk by targeted educational and preventive programs, and using diversion and restorative justice strategies where appropriate, must be combined with broad-based community crime prevention and school-based liaison and drug awareness programs.

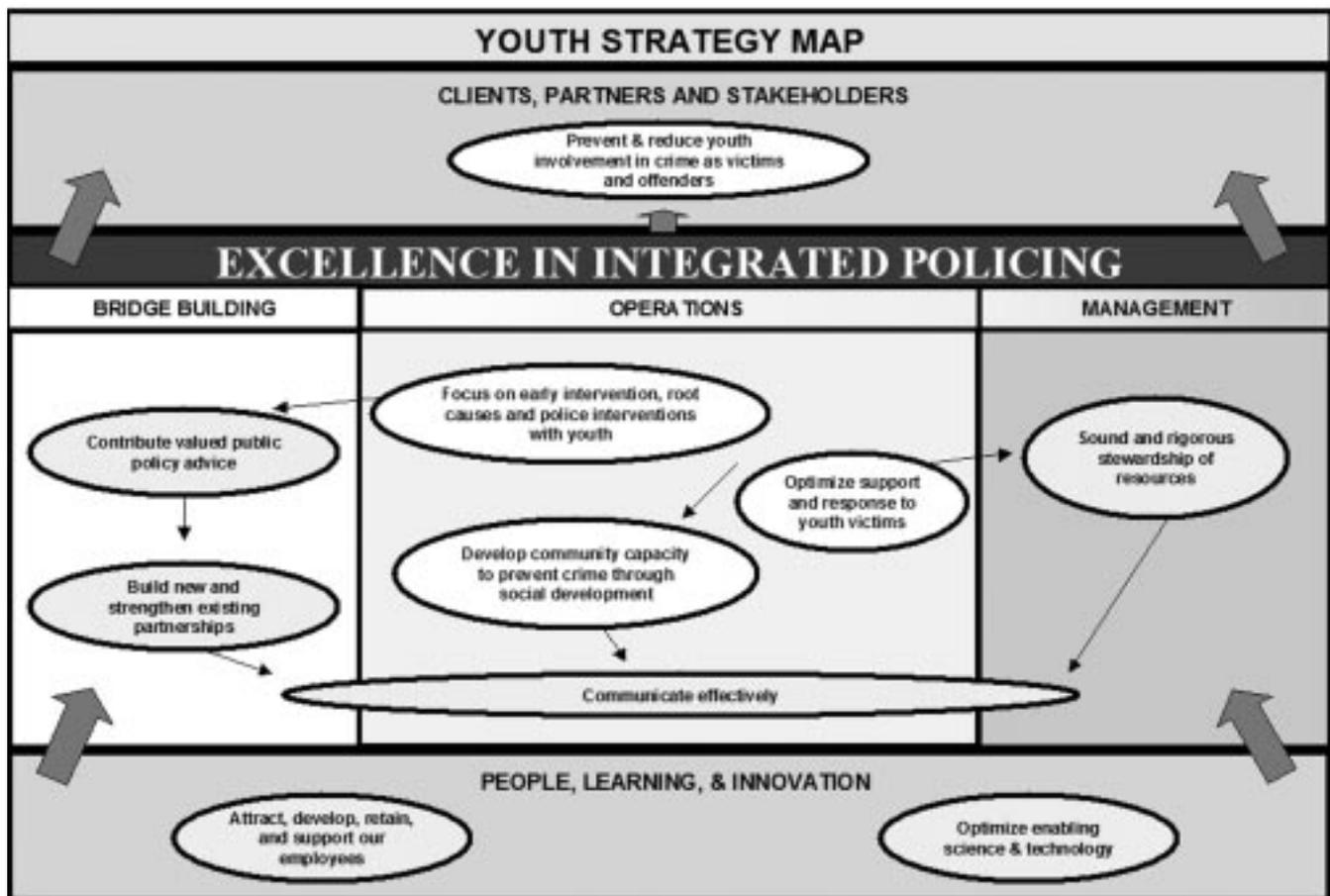
Working to implement the changes in the *Youth Criminal Justice Act* with our partners in the provinces and territories will challenge us to be flexible in our approach, while using the legislative tools to achieve our goals.

We also need to continue to consult with and engage youth themselves in order to develop more successful preventive policies and programs.

The following plans and priorities have been established to guide the RCMP's efforts towards preventing and reducing youth involvement in crime as victims and offenders.

The key plans and priorities for the coming year are to:

- Prevent youth crime by addressing the underlying causes and respond to needs of young persons, especially those in situations of risk
- Optimize responses to youth who offend with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement
- Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth-serving organizations and by providing expertise and leadership in facilitating community problem-solving; prevention and intervention strategies



Strategic Priority: Youth – Ongoing

Strategic Outcome	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
			2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> Prevent and reduce youth involvement in crime as victims and offenders 	<ul style="list-style-type: none"> Reduce by 3% the percentage of youth charged nationally Increase by 3% the number of chargeable youth dealt with outside the formal court system Increase by 10% the percentage of stakeholders who agree the RCMP effectively communicates what it is doing and why it is doing it Increase by 10% the percentage of stakeholders who agree the RCMP provides accurate and complete information about its programs and services Increase to 84% the percentage of stakeholders who agree the RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders Double the number of external partners participating in Strategic Priority Working Groups Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to youth issues 	1 – Federal and International Operations	\$592.9	\$592.4	\$570.1
<p>Strategic Objectives</p> <ul style="list-style-type: none"> Communicate effectively Sound and rigorous stewardship of resources Develop community capacity to prevent crime through social development Build new and strengthen existing partnerships Contribute to public policy and ensure sound policy development Optimize support and response to youth victims Focus on early intervention, root causes and police intervention with youth Attract, develop, retain and support our employees Optimize enabling science and technology 		3 – Community, Contract and Aboriginal Policing	\$2,083.4	\$2,031.4	\$2,030.7
		5 – Technical Policing Operations	\$174.2	\$168.2	\$168.2
		7 – National Police Services	\$149.7	\$134.1	\$134.1
		Supporting Program Activities (PAA)*	Planned FTEs		
			2006-2007	2007-2008	2008-2009
		1 – Federal and International Operations	4,568	4,726	4,819
		3 – Community, Contract and Aboriginal Policing	13,610	13,629	13,641
		5 – Technical Policing Operations	1,164	1,195	1,213
		7 – National Police Services	1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

- Enhance the protection of children on the Internet and pursuit of those who use technology to exploit them
- Contribute valued public policy advice
- Prevent crime in Canada's youth by providing appropriate courses and other learning opportunities to police officers
- Disseminate information, internally and externally, on good policing practices with youth and the benefits of crime prevention through social development

The Youth priority is supported by the following Program Activities, Sub-Activities and Sub-Sub-Activities:

PAA Activities

- 1 – Federal and International Operations
- 3 – Community, Contract and Aboriginal Policing
- 5 – Technical Policing Operations
- 7 – National Police Services

PAA Sub-Activities

- 1.2 Drugs and Organized Crime – Focuses on combating organized crime, as well as drug-related social and economic harm to Canadians; works to reduce supply of and demand for illicit drugs using an integrated approach involving measures for prevention, education, enforcement, counseling, treatment and rehabilitation
- 1.3 Border Integrity – Responsible for enforcement issues related to Canada's borders and enforcement of more than 250 federal statutes
- 3.5 Community, Contract and Aboriginal Policing Directorate – Develops and implements policies, strategies and models for policing; responsible for policies concerning crime prevention and victim services, issues pertaining to police service agreements; research and development; roadway safety; standards for critical incidents and policies related to youth
- 5.2 Behavioural Sciences – Assists in identification of behavioural science-based tools; management and maintenance of sex offender registry
- 7.4 National Child Exploitation Coordination Centre – Conducts operational investigations, coordinates investigations and intelligence between police agencies, and develops standardized approaches to investigations of Internet-based child exploitation

PAA Sub-Sub-Activities

- 1.2.1 Organized Crime – Reduces threat and impact of organized crime groups, dismantling or disrupting their structures
- 1.2.6 Integrated Organized Crime Investigation Units – Integrated units from various agencies and departments that investigate, prosecute, disrupt and dismantle organized crime activities
- 1.2.9 Drug Enforcement – Contributes to reduction in supply of and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice
- 1.3.2 Immigration and Passport – Responsible for investigating violations of Acts related to citizenship offences, Canada passport offences, frauds, forgeries and conspiracies
- 3.5.2 Community and Youth Programs – Develops and implements crime prevention and victim services policies, strategies and initiatives; contributes to a shared understanding of youth involvement in crime to prevent and reduce youth involvement in crime and victimization
- 5.2.3 Sex Offender Registry – Development and implementation of National Sex Offender Registry
- 7.3.2 Canadian Police College Police Sciences School – Trains Canadian police officers to investigate/interdict Internet and computer-related child exploitation

Key Partners

Department of Justice (DOJ); Public Safety (PSEPC); National Crime Prevention Centre (NCPC); Health Canada; Human Resources Development Canada (Department of Social Development) (HRDC [DSD]); Indian and Northern Affairs Canada (INAC); Canadian Heritage; Canada Border Services Agency (CBSA); Citizenship and Immigration Canada (CIC); Industry Canada; Foreign Affairs Canada (FAC); provincial agencies; communities; national and international organizations with mandates for children and youth; Interpol; victims services organizations; other police agencies; and the education sector

Strategic Priority: Economic Integrity

Contribute to Canada's economic integrity through crime reduction

What Makes This A Priority

- Economic crime is a growing trend, impacting both the Canadian and global economies
- February 2005 Ipsos-Reid survey indicates 80% of Canadian adults consider identity theft a serious problem and 17% say that someone they know has been a victim of identity theft
- In late 2004 and early 2005 over 23,000 cartons of illegal cigarettes were seized in Ontario
- 37% of multinational firms have experienced significant economic fraud
- Exploiting globalization and new technologies, criminals resort to increasingly elaborate and transnational methods, challenging more conventional forms of law enforcement investigation and prosecution
- Global impact of counterfeit products has increased from US\$100M in 1992 to over US\$600B in 2004
- China is the source of 2/3 of pirated goods
- 80% of counterfeit goods in Canada originate from the Asia-Pacific region
- The World Health Organization estimates that 10% of the world's pharmaceuticals are counterfeit
- In Canada, money laundering is a multi-billion dollar problem
- Money laundering represents 2-5% of global GDP
- According to the International Monetary Fund, global estimates of money laundering range from between US\$590B and US\$1.5T
- Direct cost of intellectual property crime to Canada is estimated at \$10-13B annually
- Increasing range of potentially harmful counterfeit products being found in Canada, e.g., pharmaceuticals, electrical products
- Currency counterfeiting on the rise in Canada
- Fraud in its many forms has been on the rise since 2001
- Credit card fraud has been rising steadily since 1990 in Canada – in 2003 losses from credit card fraud amounted to \$200M
- Debit card fraud in an emerging issue comprising 42% of reported identity thefts in 2003

(Source: RCMP Environmental Scan, 2005; Feature Focus: Economic Crime, CISC Annual Report on Organized Crime in Canada 2004; CISC Annual Report on Organized Crime in Canada 2005, RCMP Policy Centres)

Overview

Economic integrity refers to consumer and investor confidence in Canada's financial, currency and equity market systems. A safe and secure economy provides confidence for consumers and investors in conducting business, investing and saving. The RCMP will contribute to Canada's economic integrity through crime reduction, with an aim of supporting the economic and social well-being of all Canadians.

Concerns extend beyond financial crime, touching many areas – counterfeit goods and currency; corporate fraud; theft of intellectual property and identity fraud. These problems can impact the overall Canadian economy through loss of confidence, nationally and internationally, in our country's institutions and markets.

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards contributing to Canada's economic integrity through crime reduction.

The key plans and priorities for the coming year are to:

- Prevent, detect and deter criminal activity that affects the Canadian economy
- Build awareness around crimes that affect the Canadian economy.
- Educate Canadians on the different forms of economic crime and the measures they can take to protect themselves from becoming victims

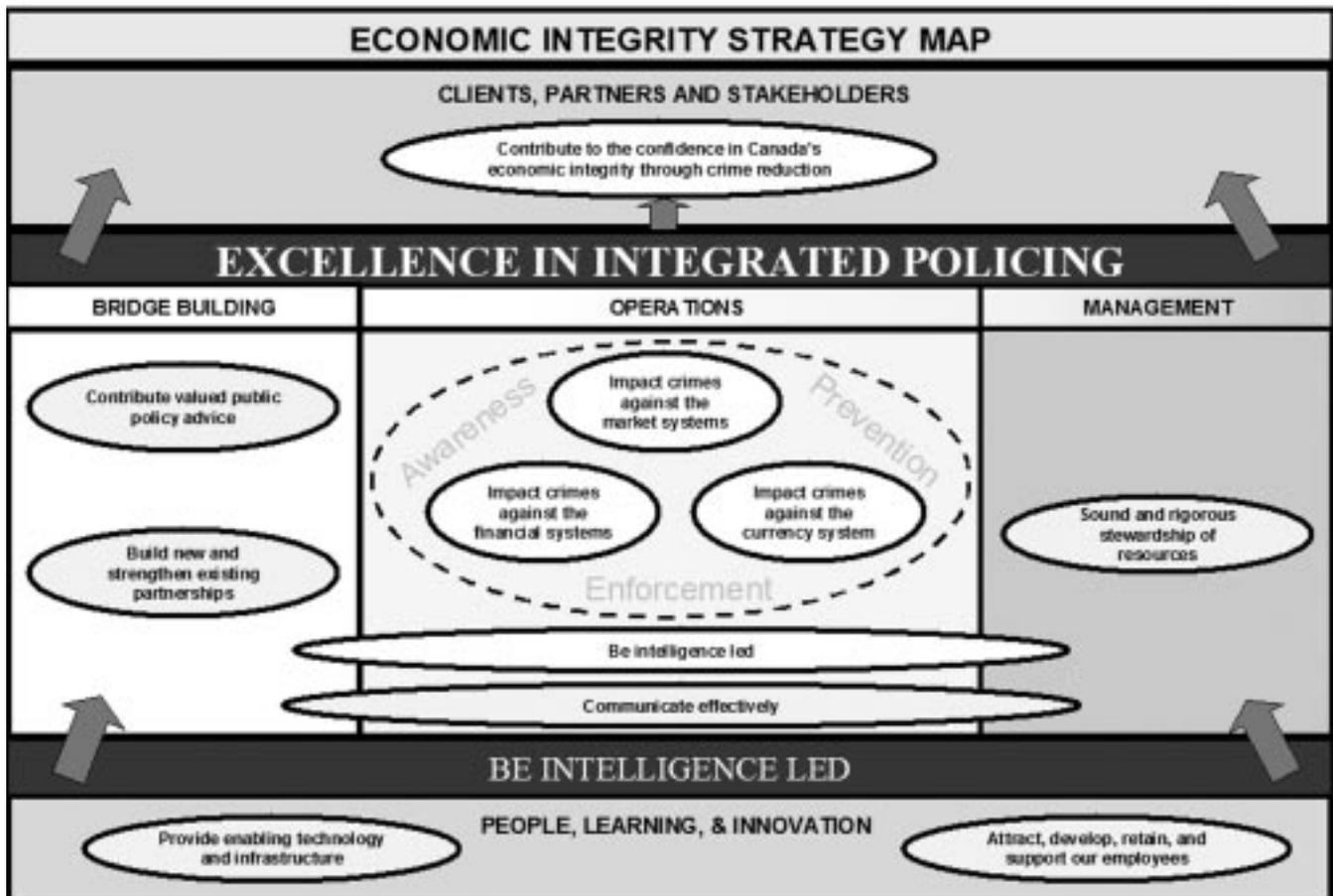
The Economic Integrity priority is supported by the following Program Activities, Sub-Activities and Sub-Sub-Activities:

PAA Activity

- 1 – Federal and International Operations
- 3 – Community, Contract and Aboriginal Policing
- 4 – Criminal Intelligence Operations
- 5 – Technical Policing Operations
- 7 – National Police Services

PAA Sub-Activities

- 1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others
- 1.2 Drugs and Organized Crime – Focuses on combating organized crime, as well as drug-related social and economic harm to Canadians; works to reduce supply of and demand for illicit drugs using an integrated approach involving measures for prevention, education, enforcement, counseling, treatment and rehabilitation
- 1.3 Border Integrity – Responsible for enforcement issues related to Canada's borders, and enforcement of more than 250 federal statutes in a variety of areas. Ensures the effective administration and enforcement of immigration and citizenship laws and programs in Canada. Builds partnerships with stakeholders throughout all segments of Canadian society to provide the best response(s) to policing concerns, whether by investigating criminal offenses, assisting federal government departments, informing and seeking input from general community and implementing problem oriented policing



Strategic Priority: Economic Integrity – New

Strategic Outcome	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
			2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> Contribute to the confidence in Canada's economic integrity through crime reduction 	<ul style="list-style-type: none"> By 2008, 85% of the individuals who have received information, are prepared to modify or have modified their behaviour By 2008, 85% of the companies (public or private) that have received information, are prepared to modify or have modified their policies 	1 – Federal and International Operations	\$592.9	\$592.4	\$570.1
		3 – Community, Contract and Aboriginal Policing	\$2,083.4	\$2,031.4	\$2,030.7
		4 – Criminal Intelligence Operations	\$70.3	\$69.5	\$69.5
		5 – Technical Policing Operations	\$174.2	\$168.2	\$168.2
		7 – National Police Services	\$149.7	\$134.1	\$134.1
Strategic Objectives		Supporting Program Activities (PAA)*	Planned FTEs		
<ul style="list-style-type: none"> Communicate effectively Sound and rigorous stewardship of resources Conduct effective enforcement Build new and strengthen existing partnerships Contribute to public policy and ensure sound policy development Impact crime through awareness, prevention and education Be intelligence led Attract, develop, retain and support our employees Provide enabling equipment, technology and infrastructure 			2006-2007	2007-2008	2008-2009
		1 – Federal and International Operations	4,568	4,726	4,819
		3 – Community, Contract and Aboriginal Policing	13,610	13,629	13,641
		4 – Criminal Intelligence Operations	547	567	579
		5 – Technical Policing Operations	1,164	1,195	1,213
		7 – National Police Services	1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

3.1 Provincial/Territorial Policing – Provides policing services to eight provinces and three territories through cost-shared police service agreements

3.2 Municipal Policing – Provides policing services to diverse municipalities in seven provinces through cost-shared police service agreements

4.1 Organized Criminal Intelligence – Responsible for assessment, monitoring and coordination of all organized crime or other serious criminal activity

5.6 Technological Crime – Acts as policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel, including Internet-based investigations, necessary research and development of computer forensic utilities, and computer forensic assistance to other domestic and international accredited agencies and police services

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, and researches and develops new and advanced forensic methodology and techniques

7.3 Canadian Police College – Provides advanced and specialized training in police management and the investigation of organized crime to all Canadian police services

PAA Sub-Sub-Activities

1.1.1 Commercial Crime – Reduces, controls and prevents business-related or white collar crimes

1.1.2 Proceeds of Crime – Oversees RCMP's contribution to Integrated Proceeds of Crime (IPOC) partnership against money laundering; identifying, restraining and forfeiting illicit and unreported wealth accumulated through criminal activity

1.1.3 Money Laundering – Involves investigation and prosecution of major organized crime groups operating in Canada; removal of financial incentive for engaging in criminal activities

1.1.4 Integrated Market Enforcement – Jointly managed integrated teams that focus on most serious cases of corporate and market fraud

1.2.1 Organized Crime – Reduces threat and impact of organized crime groups, dismantling or disrupting their structures

1.2.6 Integrated Organized Crime Investigation Units – Integrated units from various agencies and departments that investigate, prosecute, disrupt and dismantle organized crime activities

1.2.9 Drug Enforcement – Contributes to reduction in supply of and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice

1.3.1 Federal Enforcement – Responsible for investigation of more than 250 federal statutes in a variety of areas, including environmental crime and wildlife, airport/marine federal enforcement services, consumer protection, public safety and financial loss to the federal government

3.1.4 Commercial Crime – Conducts commercial crime investigations, including bankruptcy, securities and income tax crimes, corporate and business fraud, counterfeiting, corruption of officials and white collar crime

3.1.5 Criminal Intelligence – Conducts research and analysis to identify criminal activities (e.g., organized crime); develops, collects, analyses and disseminates intelligence to accredited police departments to assist in investigations; provides support to major criminal investigations proposed or undertaken by field units

5.6.1 Technological Forensics Support – Conducts search, seizure and analysis of electronic evidence in support of criminal investigations

7.1.1 Counterfeits and Documents – Provides forensic analysis of suspect travel documents, currency and payment cards to determine if they are genuine

Key Partners

Public Safety (PSEPC); Canadian Border Services Agency (CBSA); Transport Canada (TC); Canada Revenue Agency (CRA); Finance; Health; Bank of Canada; Industry Canada; Canadian Heritage; Citizenship and Immigration Canada (CIC); Foreign Affairs Canada (FAC); US Immigration and Naturalization Services (USINS); Financial Transaction & Report Analysis Centre of Canada (FinTRAC); Forensic Accounting Management Directorate (FAMD); Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); private industry (e.g., Canadian Bankers Association); municipal, provincial and territorial agencies responsible for health, education and corrections; Canadian and foreign law enforcement agencies

Strategic Priority: Service to Aboriginal Communities

Contribute to safer & healthier Aboriginal communities

What Makes This A Priority

- RCMP has 80 community tripartite agreements (federal/provincial/First Nations) in place through which the RCMP serves over 190 Aboriginal communities
- The RCMP provides services to 544 Aboriginal communities
- Ongoing Government focus on Aboriginal affairs: long-term development, specific quality of life indicators and accountability report card
- A statistical profile of Aboriginal communities that continues to rank them closer to poor countries than rest of Canadian population on key social indicators (i.e., health, life expectancy, disposable income, education)
- While Aboriginal population represents small proportion of Canadian population as whole, constitutes significant proportion in some provinces and territories [i.e., in Nunavut, Inuit represent 85% of territory's total population; 51% of Northwest Territories, almost 1/4 (23%) of Yukon, and about 14% of Manitoba and Saskatchewan's populations]
- Aboriginal population is younger and growing more quickly than non-Aboriginal; children under 14 represent one-third of Aboriginal population – far higher than 19% of Canadian population; Aboriginal youth – key vulnerable population
- Aboriginal children currently under age 15 will be entering workforce within next 10 to 15 years – in Manitoba and Saskatchewan, these young people may account for 1/4 of new workplace entrants
- Aboriginal unemployment rate continues to be higher than rest of Canadian population; Aboriginal youth (ages 15-24) – twice as likely to be unemployed; part of increasingly diverse homeless population
- Aboriginal people disproportionately impacted by criminal justice system – in terms of federal incarceration, Aboriginal people account for 18% of those federally incarcerated yet represent only 3.3% of the Canadian population.
- Aboriginal baby boom – many Aboriginal youth are being recruited by organized crime groups and Aboriginal-based gangs – profound effect on gang activity and incarceration rates; other important social implications

(Sources: RCMP Environmental Scan, 2004; Canada's Performance, 2004; Canada's Performance, 2005, CISC Annual Report on Organized Crime in Canada 2004, CISC Annual Report on Organized Crime in Canada, 2005; October 2004 Speech from the Throne; RCMP policy centres)

Overview

The RCMP has had a long and productive history of service to Aboriginal communities across this country, and has worked successfully to build good relationships with Aboriginal communities serviced in RCMP jurisdictions.

In line with the Government of Canada's priority to build stronger Aboriginal communities, the RCMP is committed to bring a greater focus to this area of policing by dealing with the various challenges Aboriginals face both on and off reserves.

The Aboriginal Communities strategic priority of the RCMP continues to focus on "Safer and Healthier Aboriginal Communities". Operations will continue to develop and implement culturally sensitive strategies, plans and programs to address the particular needs of Aboriginal peoples in both urban and rural areas, and in the North. An integral part of this approach will be to continue to use restorative justice techniques and

methods where appropriate. The restorative justice approach allows us to work with communities to help them heal and to confront their problems using traditional Aboriginal justice practices, rather than relying on more formal criminal sanctions or incarceration.

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards contributing to safer and healthier Aboriginal communities. The key plans and priorities for the coming year are to:

- Provide a culturally sensitive policing service
- Develop community capacity to prevent crime through social development
- Contribute to public policy and ensure sound policy development
- Build new and strengthen existing partnerships
- Communicate effectively to internal/external partners and stakeholders

- Build capacity in terms of expertise and resources, while supporting employees
- The Aboriginal Communities priority is supported by the following Program Activities, Sub-Activities and Sub-Sub-Activities:

PAA Activity

- 1 – Federal and International Operations
- 3 – Community, Contract and Aboriginal Policing
- 7 – National Police Services

PAA Sub-activities

- 1.2 Drugs and Organized Crime – Focuses on combating organized crime as well as drug related social and economic harm to Canadians
- 3.3 Aboriginal Policing – Provides policing services to Aboriginal communities in eight provinces and two territories through cost-shared police service agreements
- 3.5 Community, Contract and Aboriginal Policing Directorate – Develops and implements policies, strategies and models for policing; responsible for policies concerning crime prevention and victim services; police service agreements; research and development of policing models, tools and technologies; roadway safety; critical incident standards; and, youth policies

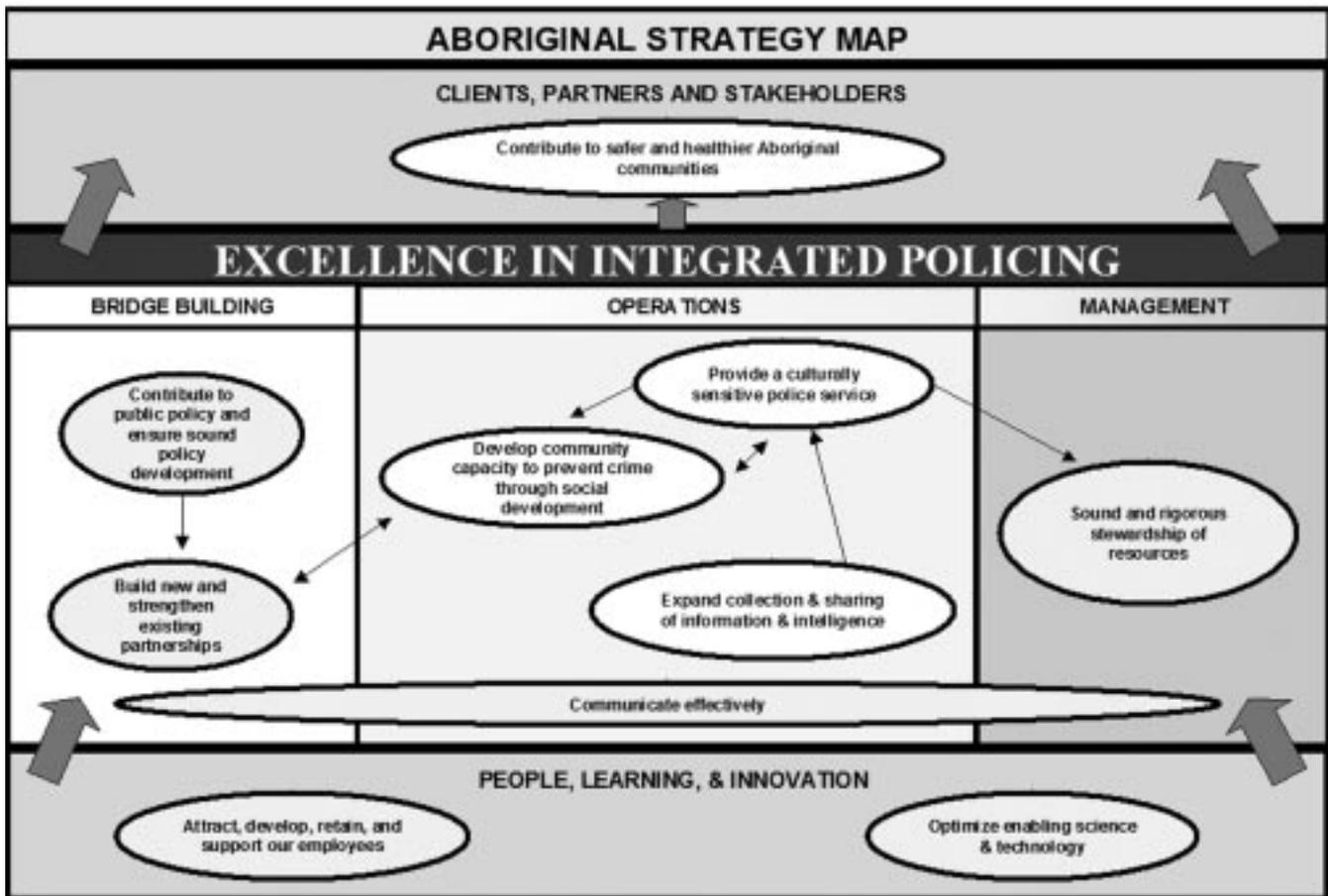
7.3 Canadian Police College – Provides investigative and management training focused on the particular needs of police who are providing services to Aboriginal communities

PAA Sub-sub-activities

- 1.2.1 Organized Crime – Reduces the threat and impact of organized crime by countering the growth of organized crime groups, dismantling or disrupting their structures and sharing intelligence
- 1.2.7 Drug Awareness – Works to reduce substance abuse and provide prevention through education, awareness and treatment. The program coordinates and monitors key programs such as Drug Abuse Resistance Education (DARE), Drugs in the Workplace, and Drugs and Sport
- 3.5.1 Aboriginal Policing Support Services – Develops and implements policies and initiatives for policing services to Aboriginal communities

Key Partners

Aboriginal communities and leaders; national Aboriginal organizations; Indian & Northern Affairs Canada (INAC); Department of Justice (DOJ); Correctional Service of Canada (CSC); Office of the Federal Interlocutor for Métis and Non-status Indians; Department of Fisheries and Oceans (DFO); CIC; Health Canada; Canadian Heritage; Human Resources Development of Canada (Department of Social Development) (HRDC) (DSD); provincial Attorneys General; provincial/territorial health officials



Strategic Priority: Aboriginal Communities – Ongoing

Strategic Outcome	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
			2006-2007	2007-2008	2008-2009
<ul style="list-style-type: none"> Contribute to safer and healthier Aboriginal communities 	<ul style="list-style-type: none"> Increase by 10% the percentage of stakeholders satisfied their organization/ community has a good working relationship with the RCMP Increase to 75% the percentage of clients of Contract Policing satisfied that the RCMP makes a valuable contribution to the sustainability of their community Increase by 10% the percentage of stakeholders satisfied the RCMP successfully addresses local policing priorities Increase by 10% the percentage of stakeholders/partners who agree the RCMP effectively communicates what it is doing and why it is doing it Increase by 10% the percentage of stakeholders who agree the RCMP provides accurate and complete information about its programs and services Increase to 80% the percentage of stakeholders/partners who agree the RCMP is a valuable partner in contributing to safer and healthier Aboriginal communities Double the number of external partners participating in Strategic Priority Working Groups. Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to Aboriginal communities issues 	1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 7 – National Police Services	\$592.9	\$592.4	\$570.1
		Strategic Objectives			
<ul style="list-style-type: none"> Communicate effectively Sound and rigorous stewardship of resources Develop community capacity to prevent crime through social development Build new and strengthen existing partnerships Contribute to public policy and ensure sound policy development Provide culturally sensitive police service Expand collection and sharing of information and intelligence Attract, develop, retain and support our employees Optimize enabling science and technology 		Supporting Program Activities (PAA)*	Planned FTEs		
				2006-2007	2007-2008
		1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 7 – National Police Services	4,568	4,726	4,819
		3 – Community, Contract and Aboriginal Policing 7 – National Police Services	13,610	13,629	13,641
		7 – National Police Services	1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Our Program Activity Architecture Strategic Outcomes

Under our Program Activity Architecture (PAA), there are three strategic outcomes that serve to support our five strategic priorities and our overarching strategic goal of providing safe homes and safe communities for all Canadians.

Our strategic outcomes are:

- Quality Federal Policing
- Quality Contract Policing
- Quality Policing Support Services

Supporting our three strategic outcomes is our Program Activity Architecture (PAA) which is structured along eight Program Activities. Our eight Program Activities are:

- 1 – Federal and International Operations
- 2 – Protective Policing Services
- 3 – Community, Contract and Aboriginal Policing Services
- 4 – Criminal Intelligence Operations
- 5 – Technical Policing Operations
- 6 – Policing Support Services
- 7 – National Police Services
- 8 – Corporate Infrastructure

Under these Program Activities are 52 Sub-Activities.

Our Strategic Outcomes

The first strategic outcome is **Quality Federal Policing** and it is defined as:

- Ensuring the safety and security of Canadians and their institutions both domestically, and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity.

The key expected results for this strategic outcome are:

- Reduced impact of organized crime
- Reduced threat of terrorism
- Safe and secure society

The Quality Federal Policing outcome is directly supported by two Program Activities – Federal and International Operations and, Protective Policing.

Federal and International Operations provides policing, law enforcement and investigative services to the federal government, its departments and agencies and to Canadians, as well as international policing and peacekeeping services.

Protective Policing Services directs the planning, implementation, administration and monitoring of the RCMP's national Protective Security Program, including the protection of dignitaries, the security of major events and special initiatives, including Prime Minister-led summits of an international nature, as well as to provide air transportation security.

The second strategic outcome is **Quality Contract Policing** and it is defined as:

- Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation

The key expected results for this strategic outcome are:

- Highest quality police services/programs
- Prevention and reduction of youth involvement in crime as victims and offenders
- Safer and healthier Aboriginal communities

The Quality Contract Policing outcome is directly supported by a single Program Activity – Community, Contract and Aboriginal Policing.

Community, Contract and Aboriginal Policing contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments.

The third strategic outcome is **Quality Policing Support** and it is defined as:

- Support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs

Strategic Plans and Priorities

The key expected results for this strategic outcome are:

- Leading-edge policing and security technology
- Comprehensive, real-time intelligence and threat assessments
- Increased efficiency and effectiveness of policing
- Timely and high quality scientific tools, techniques and information management technology
- High quality learning and training opportunities and support

The Quality Policing Support Services outcome is directly supported by four Program Activities – Criminal Intelligence Operations, Technical Policing Operations, Policing Support Services, National Police Services.

Criminal Intelligence Operations is a national program for the management of criminal information and intelligence in the detection and prevention of crime of an organized, serious or national security nature in Canada or internationally as it affects Canada.

Technical Policing Operations provides policy, advice and management to predict, research, develop and ensure the availability of technical tools and expertise to enable frontline members and partners to prevent and investigate crime and enforce the law, protect against terrorism and operate in a safe and secure environment.

Policing Support Services are services provided in support of the RCMP's role as a police organization.

National Police Services contributes to safe homes and safe communities for Canadians through forensic analysis of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities, and coordination of criminal information and intelligence to the broader law enforcement and criminal justice communities.

Corporate Infrastructure supports all of the Program Activities by providing the vital administrative services required for an organization to operate effectively. In doing so Corporate Infrastructure indirectly contributes to all three Strategic Outcomes, in turn promoting our strategic goal of safe homes and safe communities.

Program Activity Architecture

SAFE HOMES, SAFE COMMUNITIES

Program Activity	1 Federal and International Operations	2 Proactive Policing Services	3 Community, Contact and Multisector Policing	4 Criminal Intelligence Operations	5 Technical Policing Operations	6 Policing Support Services	7 National Public Services	8 Corporate Infrastructure
<p>STRATEGIC OUTCOME – quality Federal policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protect persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals, and other criminal activity</p> <p>Key results – reduced impact of organized crime; reduced threat of terrorists; safe and secure society and economy</p>	<p>1.1 Physical Crime</p> <p>1.2 In-app and Organized Crime</p> <p>1.3 Border Integrity</p> <p>1.4 International Policing</p> <p>1.5 National Security Operations</p> <p>1.6 Special Initiatives</p> <p>1.7 Program Activity Support</p>	<p>2.1 Prohibition Duties</p> <p>2.2 Major Events</p> <p>2.3 Social Initiatives</p> <p>2.4 Program Activity Support</p>	<p>3.1 Proactive Policing</p> <p>3.2 Historical Policing</p> <p>3.3 Aboriginal Policing</p> <p>3.4 Airport Policing Agreements</p> <p>3.5 Community Contact and Aboriginal Policing Structures</p> <p>3.6 Special Initiatives</p> <p>3.7 Program Activity Support</p>	<p>4.1 Organized Criminal Intelligence</p> <p>4.2 Criminal Analysis</p> <p>4.3 National Security Intelligence</p> <p>4.4 Special Initiatives</p> <p>4.5 Program Activity Support</p>	<p>5.1 All Services</p> <p>5.2 Behavioral Science</p> <p>5.3 Proactive Technology</p> <p>5.4 Technical Investigations</p> <p>5.5 Technical Networks</p> <p>5.6 Technological Crime</p> <p>5.7 Departmental Security</p> <p>5.8 Special Initiatives</p> <p>5.9 Program Activity Support</p>	<p>6.1 National Operations Centre</p> <p>6.2 Ops Pubs Systems</p> <p>6.3 Integrated Operations Support</p> <p>6.4 New Special Programs</p> <p>6.5 Special Initiatives</p> <p>6.6 Program Activity Support</p>	<p>7.1 Forensic Laboratory Services</p> <p>7.2 Information & Identification Services</p> <p>7.3 Criminal Justice College</p> <p>7.4 National Child Exploitation COORDINATION CENTRE</p> <p>7.5 Criminal Intelligence Service Canada</p> <p>7.6 Special Initiatives</p> <p>7.7 Program Activity Support</p>	<p>8.1 Corporate and Executive Services</p> <p>8.2 Corporate Management and Competitiveness</p> <p>8.3 Chief Justice</p> <p>8.4 Revenue Officer Sector</p> <p>8.5 Strategic Services</p> <p>8.6 Chief Information Officer Sector</p> <p>8.7 Special Initiatives</p> <p>8.8 Program Activity Support</p>
<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality policing support services – support Canadian policing investigations and enforcement organizations with critical intelligence, equipment, tools, systems, technology, and education to optimize the delivery of proactive, intelligence-based policing services and programs</p> <p>Key results – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support</p>							
<p>OUTCOMES: contributions to...</p>	<p>STRATEGIC RESOURCES</p> <p>Organized Crime</p> <p>Terrorism</p> <p>Aboriginal Communities</p> <p>Youth</p> <p>Border Security</p>							

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
				2006-2007	2007-2008	2008-2009
Quality Federal Policing	Ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity	<ul style="list-style-type: none"> Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of reducing the threat of terrorism Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of reducing the threat and impact of organized crime Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of economic crime in Canada 	1 – Federal and International Operations	\$592.9	\$592.4	\$570.1
			2 – Protective Policing Services	\$105.1	\$104.1	\$104.1
			Supporting Program Activities	Planned FTEs		
				2006-2007	2007-2008	2008-2009
			1 – Federal and International Operations	4,568	4,726	4,819
			2 – Protective Policing Services	768	769	770

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
				2006-2007	2007-2008	2008-2009
Quality Contract Policing	Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation	<ul style="list-style-type: none"> Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of contributing to safe and healthier Aboriginal communities Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of preventing and reducing youth involvement in crime as victims and offenders 	3 – Community, Contract and Aboriginal Policing	\$2,083.4	\$2,031.4	\$2,030.7
			Supporting Program Activities	Planned FTEs		
				2006-2007	2007-2008	2008-2009
			3 – Community, Contract and Aboriginal Policing	13,610	13,629	13,641

Strategic Plans and Priorities

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Supporting Program Activities (PAA)*	Planned Spending (millions)**		
				2006-2007	2007-2008	2008-2009
Quality Policing Support	Support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs	<ul style="list-style-type: none"> Achieve 75% partner satisfaction with RCMP contributions and collaboration Achieve 75% stakeholder satisfaction with the timeliness and quality of RCMP responses Achieve 75% stakeholder satisfaction that the RCMP provides appropriate protocols to ensure an integrated and rapid response in evolving situations Achieve 75% stakeholder satisfaction on the effectiveness of RCMP technology and investigative techniques Achieve 75% stakeholder satisfaction on the accuracy and comprehensiveness of RCMP information and intelligence Achieve 75% stakeholder satisfaction that the RCMP provides valuable support and services to the IM/IT client community Achieve 75% stakeholder satisfaction that the RCMP is a valued leader in the development of IM/IT solutions for interoperability 	4 – Criminal Intelligence Operations	\$70.3	\$69.5	\$69.5
			5 – Technical Policing Operations	\$174.2	\$168.2	\$168.2
			6 – Policing Support Services	\$68.5	\$68.0	\$68.0
			7 – National Police Services	\$149.7	\$134.1	\$134.1
			Supporting Program Activities	Planned FTEs		
				2006-2007	2007-2008	2008-2009
			4 – Criminal Intelligence Operations	547	567	579
			5 – Technical Policing Operations	1,164	1,195	1,213
			6 – Policing Support Services	326	327	327
			7 – National Police Services	1,266	1,268	1,269

* Areas primarily responsible for delivery against the Strategic Priority, as per the PAA.

** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.



SECTION III: SUPPLEMENTARY INFORMATION

Table 1: Departmental Planned Spending and Full Time Equivalent

(\$ millions)	* Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Federal and International Operations	552.0	592.9	592.4	570.1
Protective Policing Services	104.0	105.1	104.1	104.1
Community, Contract and Aboriginal Policing	1,849.7	2,083.4	2,031.4	2,030.7
Criminal Intelligence Operations	62.5	70.3	69.5	69.5
Technical Policing Operations	156.0	174.2	168.2	168.2
Policing Support Services	45.0	68.5	68.0	68.1
National police Services	136.6	149.7	134.1	134.1
Pensions under the <i>RCMP Pension Continuation Act(s)</i>	23.0	23.0	23.0	23.0
To compensate members of the RCMP for injuries received in the performance of duties	41.6	48.8	55.8	62.2
Payments in the nature of Workers Compensation, to survivors of members of the force killed while on duty	1.6	1.6	1.6	1.6
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1
Budgetary Main Estimates (gross)	2,972.1	3,317.7	3,248.1	3,231.5
Less: Respendable Revenue	1,108.8	1,240.0	1,247.6	1,243.3
Total Main Estimates	1,863.3	2,077.7	2,000.5	1,988.2
Adjustments:				
Federal and International Operations	(0.5)	(1.4)	0.0	0.0
Protective Policing Services	(0.1)	(0.3)	0.0	0.0
Community, Contract and Aboriginal Policing	(1.6)	(4.8)	0.0	0.0
Criminal Intelligence Operations	(0.1)	(0.2)	0.0	0.0
Technical Policing Operations	(0.2)	(0.5)	0.0	0.0
Policing Support Services	(0.1)	(0.2)	0.0	0.0
National Police Services	(0.2)	(0.4)	0.0	0.0
Governor General Special Warrants				
Operating budget carryforward	60.2	0.0	0.0	0.0
Funding to address shortfalls related to the costs of providing contract policing services	60.0	0.0	0.0	0.0
Public security initiatives (National Security Policy)	37.2	0.0	0.0	0.0
Paylist shortfalls (severance pay, parental benefits, vacation credits payable upon termination of employment with the P.S.)	36.6	0.0	0.0	0.0
RCMP compensation benefits & salary structure	31.3	71.1	87.3	87.3
Compensation for collective agreements	28.9	0.0	0.0	0.0
Funding to support the lawful interception of private communications and the search and seizure of information or computer files to ensure public safety and security	14.4	0.0	0.0	0.0
Funding to retrieve the proceeds of crime from targeted organized crime entities (Integrated Proceeds of Crime Initiative)	13.5	0.0	0.0	0.0
Additional resources to enhance the capacity of law enforcement agencies in addressing the criminal use of firearms	7.6	0.0	0.0	0.0

Supplementary Information

Construction of a training facility at the Connaught Ranges	4.0	0.0	0.0	0.0
Funding in support of activities associated with the Commission of Inquiry into the actions of Canadian officials in relation to Maher Arar	2.2	0.0	0.0	0.0
Funding to reduce the backlog of immigration and citizenship applications and to support a program for international students to work off campus	1.9	0.0	0.0	0.0
Funding to support employment equity projects to increase the representation in the federal Public Service, of designated groups, in particular visible minorities, Aboriginal people and persons with disabilities	1.2	0.0	0.0	0.0
Reinvestment of revenues from the sale or transfer of real property	0.9	0.0	0.0	0.0
Funding for initiatives that provide communities with the tools, knowledge and support to enhance community safety and crime prevention at the local level (National Crime Prevention Strategy)	0.6	0.0	0.0	0.0
Funding to support Canada's efforts in dealing with persons involved in war crimes, crimes against humanity, and other reprehensible acts (War Crimes Strategy)	0.6	0.0	0.0	0.0
Reinvestment of royalties from intellectual property	0.6	0.0	0.0	0.0
Funding related to the assessment, management and remediation of federal contaminated sites	0.2	0.0	0.0	0.0
Interim funding in response to the Supreme Court Decision in R. v. Powley to support research, multilateral discussions, and capacity development for Métis organizations	0.2	0.0	0.0	0.0
Funding for criminal record checks related to applications for pardons	0.2	0.0	0.0	0.0
Less: Proposed Capital carryforward (of items included in Main Estimates)	(12.2)	0.0	0.0	0.0
Less: amounts available from Controlled Allotments	(35.8)	0.0	0.0	0.0
Less: amounts available from Reprofitting Decisions	(5.9)	0.0	0.0	0.0
Less: reversal of Dept of Justice expenditures	(2.5)	0.0	0.0	0.0
Action Plan to Enhance passenger, Rail, mass Transit and Ferry Security	0.0	0.8	1.2	0.0
DNA Data Bank	0.0	10.3	4.7	4.7
Additional Police Officers	0.0	35.0	113.5	142.3
National Initiative to Combat Money Laundering	0.0	11.3	7.7	7.7
National Counterfeit Enforcement Strategy	0.0	5.1	3.5	3.5
RCMP Training Academy Refurbishment and Expansion – Additional Police Officer – RCMP Depot	0.0	33.6	56.7	65.8
International Peacekeeping and Peace Operations	0.0	36.2	39.3	36.8
Capital Carryforward	0.0	12.2	0.0	0.0
Contract Policing – operating shortfall	0.0	29.2	29.2	29.2
Real Property Disposition Revolving Fund – RCMP	0.0	2.1	0.0	0.0

Supplementary Information

Olympic Vancouver – Security	0.0	1.5	12.4	27.3
UN Convention Against Corruption	0.0	4.3	4.3	4.3
Drug Impaired Driving	0.0	2.3	2.3	0.0
National Security Policy – Real Time Identification (RTID)	0.0	0.0	22.2	25.4
Strengthening Enforcement Budget 2003	0.0	0.0	0.0	21.3
Airport Policing Agreements Building Secure Society Budget 99	0.0	3.0	3.0	3.0
<i>Budget Announcement:</i>				
Budget reduction approved by Expenditure Review Committee	(1.0)	0.0	0.0	0.0
<i>Other:</i>				
TB Vote 15	0.0	0.0	0.0	0.0
Total Adjustments	242.0	250.3	387.2	458.6
Total Planned Spending	2,105.4	2,328.0	2,387.7	2,446.8
Less: Non-respendable revenue	86.3	91.8	91.8	91.8
Plus: Cost of services received without charge	204.1	212.0	212.3	213.5
Net Cost of Program	2,223.2	2,448.3	2,508.3	2,568.5
Full Time Equivalents	23,841.3	26,079.3	26,309.3	26,447.3

* Reflects best forecast of total planned spending to the end of the fiscal year. FTE numbers reflect utilization.

Table 2: Program Activities

2006-2007										
(\$ thousands)	Budgetary						Non-Budgetary Loans, Investments and Advances	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Program Activity	Operating	Capital	Grants and Contributions	Gross	Revenue				
Federal and International Operations	556,998	35,949	0	592,947	-623	592,324	0	592,324	110,012	702,336
Protective Policing Services	99,791	5,336	0	105,127	-139	104,988	0	104,988	11,281	116,269
Community, Contract and Aboriginal Policing	1,899,245	184,183	0	2,083,428	-1,235,209	848,219	0	848,219	90,169	938,388
Criminal Intelligence Operations	66,819	3,499	0	70,318	-69	70,249	0	70,249	6,167	76,416
Technical Policing Operations	155,270	18,921	0	174,191	-242	173,949	0	173,949	15,064	189,013
Policing Support Services	65,866	2,639	0	68,505	-69	68,436	0	68,436	2,559	70,995
National police Services	138,776	10,544	386	149,706	-3,673	146,033	0	146,033	15,134	161,167
Pensions under the <i>RCMP Pension Continuation Act (s)</i>	0	0	23,000	23,000	0	23,000	0	23,000	0	23,000
To compensate members of the RCMP for injuries received in the performance of duties	0	0	48,821	48,821	0	48,821	0	48,821	0	48,821
Payments in the nature of Workers Compensation, to survivors of members of the force killed while on duty	0	0	1,535	1,535	0	1,535	0	1,535	0	1,535
Pensions to families of members of the RCMP who have lost their lives while on duty	0	0	100	100	0	100	0	100	0	100
International Association of Chiefs of Police	0	0	2	2	0	2	0	2	0	2
RCMP Veterans Association	0	0	2	2	0	2	0	2	0	2
Total	2,982,765	261,071	73,846	3,317,682	-1,240,024	2,077,658	0	2,077,658	250,387	2,328,045

Table 3: Voted and Statutory Items Listed in Main Estimates

Voted or Statutory Item (\$ thousands)	2006-2007 Estimates	2005-2006 Estimates
60 Operating Expenditures	1,396,661	1,258,951
65 Capital Expenditures	261,071	197,988
70 Grants and Contributions	50,846	43,646
(S) Pensions and other employee benefits – Members of the Force	290,111	288,557
(S) Contributions to employee benefit plans	55,969	51,145
(S) Pensions under the <i>Royal Canadian Mounted Police Pension Continuation Act</i>	23,000	23,000
Total Department	2,077,658	1,863,287

Table 4: Net Cost of Department

(\$ millions)	Total
Net Planned Spending	2,328.0
Plus: Services Received without Charge	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	62.6
Contribution covering employees' share of insurance premiums and expenditures paid by TBS (excluding revolving funds)	145.7
Worker's compensation coverage provided by Social Development Canada	0.3
Salary and associated costs of legal services provided by Justice Canada	3.4
	212.0
Less: Non-respendable Revenue	91.8
Net Cost of Department	2,448.3

Supplementary Information

Table 5: Summary of Capital Spending by Program Activity

(\$ millions)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Law Enforcement				
<input type="checkbox"/> Federal and International Operations	34.3	42.3	51.1	52.7
<input type="checkbox"/> Protective Policing Services	7.9	6.6	7.5	7.9
<input type="checkbox"/> Community, Contract and Aboriginal Policing	136.9	205.0	191.0	198.0
<input type="checkbox"/> Criminal Intelligence Operations	2.3	4.2	5.1	5.4
<input type="checkbox"/> Technical Policing Operations	10.1	21.3	18.9	19.7
<input type="checkbox"/> Policing Support Services	3.2	3.3	3.7	3.9
<input type="checkbox"/> National Police Services	8.9	12.2	11.5	12.1
Total	203.6	295.1	288.8	299.8

Table 7: Sources of Responsible and Non-responsible Revenue by Program Activity

Responsible Revenue

(\$ millions)	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
<input type="checkbox"/> Services				
Federal and International Operations	0.0	0.0	0.0	0.0
Protective Policing Services	0.0	0.0	0.0	0.0
Community, Contract and Aboriginal Policing	1,106.4	1,275.0	1,292.1	1,287.9
Criminal Intelligence Operations	0.0	0.0	0.0	0.0
Technical Policing Operations	0.0	0.0	0.0	0.0
Policing Support Services	0.0	0.0	0.0	0.0
National Police Services	3.5	3.5	3.5	3.5
	1,109.9	1,278.5	1,295.6	1,291.4
<input type="checkbox"/> Service Fees				
Federal and International Operations	1.9	0.6	0.6	0.6
Protective Policing Services	0.4	0.1	0.1	0.1
Community, Contract and Aboriginal Policing	6.6	2.1	2.1	2.1
Criminal Intelligence Operations	0.2	0.1	0.1	0.1
Technical Policing Operations	0.7	0.2	0.2	0.2
Policing Support Services	0.2	0.1	0.1	0.1
National Police Services	4.0	0.2	0.0	0.0
	14.2	3.5	3.3	3.3
Total Responsible Revenues	1,124.1	1,282.0	1,298.9	1,294.7

Non-responsible Revenue

(\$ millions)	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
<input type="checkbox"/> Privileges, Licences and Permits	8.1	8.4	8.4	8.4
<input type="checkbox"/> Refunds of Prior Years' Expenditures	4.7	5.6	5.6	5.6
<input type="checkbox"/> Return on Investments	0.0	0.1	0.1	0.1
<input type="checkbox"/> Miscellaneous	7.5	5.4	5.4	5.4
<input type="checkbox"/> Employee Benefit Plan – recoveries not responsible	60.0	65.0	65.0	65.0
<input type="checkbox"/> Proceeds from Sales	1.5	2.0	2.0	2.0
<input type="checkbox"/> Proceeds from Asset Disposal	4.5	5.3	5.3	5.3
Total Non-responsible Revenues	86.3	91.8	91.8	91.8
Total Responsible and Non-responsible Revenue	1,210.4	1,373.8	1,390.7	1,386.5

Supplementary Information

Table 9: Resource Requirements by Branch or Sector

(\$ millions)	2006-2007							
	Federal and International Operations	Protective Policing Services	Community, Contract and Aboriginal Policing	Criminal Intelligence Operations	Technical Policing Operations	Policing Support Services	National Police Services	Total Planned Spending
Atlantic Region	48.2	2.2	94.5	4.5	9.9	0.7	2.4	162.5
Central Region	251.7	17.4	35.8	22.7	37.6	1.1	5.0	371.4
North West Region	66.0	3.8	184.1	11.0	18.8	1.2	3.2	288.1
Pacific Region	77.2	6.2	161.1	12.2	22.5	0.9	3.1	283.2
National Headquarters	144.9	66.0	246.9	19.8	85.1	57.0	132.5	752.3
Total	588.0	95.6	722.5	70.3	173.9	61.0	146.3	1,857.5

Note: \$73.5 million Unallocated Grants and Contributions are not included in the numbers stated above; \$334.3 million in expenditure authority and \$138 million in revenue are held at the corporate level until the regional reallocation is determined.

Table 12: Details on Project Spending

Over the next three years the following projects have or are expected to exceed the RCMP's delegated project authority:

2006-2007

Federal and International Operations

- Ontario – Stoney Creek (LPA)
- IBET – Windsor-Sarnia (DA)

Community, Contract and Aboriginal Policing

- Saskatchewan – Modernization Telecom System (EPA)
- Newfoundland and Labrador – Modernization Telecom System (DA) (seeking PPA & EPA)
- CIIDS Implementation (EPA)

National Police Services

- Real Time Identification (RTID)

Corporate Infrastructure

- British Columbia – "E" Division HQ (seeking PPA)
- Saskatchewan – Regina Depot, new Mess (PPA)
- Saskatchewan – Regina Depot, Electrical distribution Network (seeking PPA)
- Saskatchewan – Regina Depot, Security and Access Centre (seeking PPA)
- Saskatchewan – Regina Depot, 25 metre Firing Range (seeking PPA)
- Saskatchewan – Regina Depot, Dorms (seeking PPA)
- Nunavut – Iqaluit – V Division HQ and Detachment (EPA)
- Ontario – Ottawa Connaught Range (EPA) (includes CATSA contribution)
- Ontario – Ottawa, NCA, Nicholson HQ (seeking PPA)
- Ontario – Ottawa, New Administration Building (PPA)
- Nova Scotia – "H" Division HQ (PPA)
- National Criminal Justice Index (NCJI) / N-III Project

2007-2008

Federal and International Operations

- IBET – Windsor-Sarnia (DA)

Community, Contract and Aboriginal Policing

- Saskatchewan – Modernization Telecom System (EPA)
- Newfoundland and Labrador – Modernization Telecom System (DA) (seeking PPA & EPA)
- CIIDS Implementation (EPA)

National Police Services

- Real Time Identification (RTID)

Corporate Infrastructure

- British Columbia – "E" Division HQ (seeking PPA)
- Saskatchewan – Regina Depot, New Mess (PPA)
- Saskatchewan – Regina Depot, Electrical distribution Network (seeking PPA)
- Saskatchewan – Regina Depot, Security and Access Centre (seeking PPA)
- Saskatchewan – Regina Depot, 25 metre Firing Range (seeking PPA)
- Saskatchewan – Regina Depot, Dorms (seeking PPA)
- Nunavut – Iqaluit – V Division HQ and Detachment (EPA)
- Ontario – Ottawa, NCA, Nicholson HQ (seeking PPA)
- Ontario – Ottawa, New Administration Building (PPA)
- Ontario – Ottawa, Outdoor Training Area (seeking PPA)
- Ontario – Ottawa, TPOF Armoury Expansion (seeking PPA)
- Nova Scotia – "H" Division HQ (PPA)
- National Criminal Justice Index (NCJI) / N-III Project

Supplementary Information

2008-2009

Community, Contract and Aboriginal Policing

- Saskatchewan – Modernization Telecom System (EPA)
- Newfoundland and Labrador – Modernization Telecom System (DA) (seeking PPA & EPA)
- CIIDS Implementation (EPA)

National Police Services

- Real Time Identification (RTID)

Corporate Infrastructure

- British Columbia – “E” Division HQ (seeking PPA)
- Saskatchewan – Regina Depot, New Mess (PPA)
- Saskatchewan – Regina Depot, Electrical distribution Network (seeking PPA)
- Saskatchewan – Regina Depot, Dorms (seeking PPA)
- Ontario – Ottawa, NCA, Nicholson HQ (seeking PPA)
- Ontario – Ottawa, New Administration Building (PPA)
- Ontario – Ottawa, Outdoor Training Area (seeking PPA)
- Ontario – Ottawa, TPOF Armoury Expansion (seeking PPA)
- Nova Scotia – “H” Division HQ (PPA)
- National Criminal Justice Index (NCJI) / N-III Project

For further information on the above-mentioned projects see:

www.tbs-sct.gc.ca/est-pre/estime.asp

Table 13: Status Report on Major Crown Projects

Over the next three years, the Royal Canadian Mounted Police will be the lead department and will manage the following major Crown projects:

2006-2007

1. Real Time Identification

2007-2008

1. Real Time Identification

2008-2009

1. Real Time Identification

For further information on the above-mentioned major crown projects see:

www.tbs-sct.gc.ca/est-pre/estime.asp

Table 14: Details on Transfer Payments Programs

Over the next three years, Royal Canadian Mounted Police will manage the following transfer payment programs in excess of \$5 million:

2006-2007

Grants

1. Pensions under the *RCMP Pension Continuation Act*
2. To compensate members of the RCMP for injuries received in the performance of duty

2007-2008

Grants

1. Pensions under the *RCMP Pension Continuation Act*
2. To compensate members of the RCMP for injuries received in the performance of duty

2008-2009

Grants

1. Pensions under the *RCMP Pension Continuation Act*
2. To compensate members of the RCMP for injuries received in the performance of duty

For further information on the above-mentioned transfer payment programs see:

www.tbs-sct.gc.ca/est-pre/estime.asp

Table 17: Horizontal Initiatives

Over the next three years, the Royal Canadian Mounted Police will be involved in the following horizontal initiatives as the lead partner:

1. Integrated Border Enforcement Teams (IBETS) – Lead
2. Integrated Market Enforcement Teams (IMETs) – Lead
3. Integrated National Security Enforcement Teams (INSET) – Lead

Note: According to TBS requirements, the INSET program does not qualify as a Horizontal Initiative, however, the RCMP feels this program is a high priority and warrants inclusion in this report.

Further information on the above-mentioned horizontal initiatives see:

www.tbs-sct.gc.ca/est-pre/estime.asp

Table 18: Sustainable Development Strategy

RCMP	
Points to Address	Departmental Input
<p>1) How does your department / agency plan to incorporate SD principles and values into your mission, vision, policy and day-to-day operations?</p>	<p>The current RCMP SDS, <i>Communities + 2003</i> used the vision of “Safe homes, Sustainable Communities” to ensure alignment with the RCMP vision of “safe homes and safe communities”.</p> <p>Many of the principles of SD are already integrated into the philosophies and approaches used by program activities such as CCAPS. Objectives in two out of the three strategic priorities found in <i>Communities + 2003</i> are integrated into Operational Balanced Scorecards.</p> <p>In the new RCMP policy suite for assets, 14 policies integrate sustainable development practices into the management of assets.</p> <p>Sustainable Development practices will be integrated into the new Detachment Performance Plans.</p> <p>Through constant communication, the RCMP SD section educates RCMP employees and managers on how to integrate SD principles into their day-to-day decision making process.</p>
<p>2) What Goals, Objectives and Targets from your most recent SDS will you be focusing on this coming year? How will you measure your success?</p>	<p>The development and implementation of <i>Communities + 2003</i> demonstrated that the social dimension of SD is well integrated into the existing RCMP philosophy and planning process. The RCMP continues to focus on the “Stewardship of Resources” objectives expressed in the current and two previous SDS’s. The RCMP will gather additional baseline information about its environmental impact to better understand its environmental footprint and set new quantitative improvement targets.</p> <p>Through the Balanced Scorecard process, the RCMP established the following specific performance targets for priority areas:</p> <p>Green Buildings: 4 integrated design charettes for new buildings</p> <p>Green Buildings: 100% of new construction to have a green building objective</p> <p>Energy: 4 projects funded through the new RCMP Energy Reduction Incentive Fund</p> <p>Energy: 3% further reduction in Green House Gas (GHG) emissions</p> <p>Fuel storage tanks: Have management plans for the RCMP 74 reportable tanks</p> <p>Contaminated sites: Have 192 additional sites assessed</p> <p>SDS Communication: reach out to 1,000 additional staff</p>

RCMP	
Points to Address	Departmental Input
<p>3) Identify any sustainable Development tools such as Strategic Environmental Assessments or Environmental Management Systems that will be applied over the next year.</p>	<p>The recent revamping of the Capital Project Delivery System resulted in the integration of Strategic Environment Assessment (SEA) into the system. 2006-2007 will act as the pilot year.</p> <p>In 2005-2006, the RCMP performed a post-submission SEA on the Long Term Capital Plan (LTCP) as a pilot project. In 2006-2007, the SEA will be integrated to the development of the LTCP.</p> <p>In 2005-2006, the RCMP developed a customized Environmental Management System (EMS) under the title Sustainability Management System (SuMS) which integrates most of the existing management processes but widens the scope to all elements captured in the SDS. SuMS intends to complete the continuum between practitioner’s operational tools and policies. In 2006-2007, the RCMP will start managing based on the SuMS.</p> <p>In 2006-2007, the RCMP will implement a verification program, based on our environmental auditing process, to identify compliance and performance gaps. This verification program, together with baseline improvements, will further refine the RCMP’s capacity to focus its SD actions towards areas of greatest risks, opportunities and impact.</p>

Supplementary Information

Table 19: Internal Audits and Evaluations

Internal Audits or Evaluations			
Project	Type	Estimated Start Date	Estimated Completion Date
Investigation Management Control Framework	Internal Audit	Ongoing	March 2006
Management and Administration of Compensation Benefits	Internal Audit	Ongoing	May 2006
IT Security Framework	Internal Audit	Ongoing	September 2006
Canadian Air Carrier Protective Program (CACPP)	Internal Audit	Ongoing	June 2006
Audit of National Security Operations – Criminal Intelligence Management Control Framework	Internal Audit	Ongoing	September 2006
Departmental bank accounts	Internal Audit	Ongoing	May 2006
Pension Plan Financial Statements (2004/2005)	Internal Audit	Ongoing	February 2006
Recruiting	Internal Audit	September 2006	September 2006
Prime BC	Internal Audit	April 2006	December 2007
Financial Reporting	Internal Audit	May 2006	March 2007
TEAM	Internal Audit	September 2006	March 2007
Real Time Identification (RTID)	Internal Audit	September 2006	September 2006
Formal Follow up on OCC review conducted in 2000	Internal Audit	May 2006	March 2007
Shiprider Proof of Concept	Formative Evaluation	Ongoing	February 2006
Integrated Border Enforcement Teams (IBET)	Summative Evaluation	Ongoing	March 2006
Integrated National Security Enforcement Teams (INSET)	Formative Evaluation	February 2006	September 2006
Source Development Unit (SDU)	Formative Evaluation	February 2006	September 2006
Public Safety and Anti-Terrorism Initiatives (PSAT)	Strategic Evaluation	April 2006	March 2007
Pension Plan Outsourcing	Summative Evaluation	April 2006	December 2006
Aboriginal Policing Services	Formative Evaluation	Ongoing	September 2006
Canada's Drug Strategy Awareness	Formative Evaluation	April 2006	March 2007
NORAD NorthComm	Needs Assessment (Evaluation)	February 2006	June 2006
First Nations Organized Crime (FNOG)	Formative Evaluation (PSEPC Lead)	Ongoing	March 2006
Integrated Market Enforcement Teams (IMET)	Formative Evaluation (PSEPC Lead)	Ongoing	February 2006
Measures to Combat Organized Crime (MCOC)	Summative Evaluation (PSEPC Lead)	Ongoing	April 2006

Copies of RCMP Internal Audit and Evaluation reports can be found at: www.rcmp.ca/corpman/audit_evaluation_e.htm



SECTION IV – OTHER ITEMS OF INTEREST

Corporate Areas

Corporate Management and Comptrollership (CM&C)

In 2006-2007, CM&C will continue to be driven by the RCMP strategic goal of providing safe homes and safe communities for Canadians and by the RCMP's strategic priorities of Organized Crime; Terrorism; Youth; Service to Aboriginal Communities; and, Economic Integrity.

CM&C will also be driven by its two overarching themes: **Live within Budgets** and **Live within the Rules** which will ensure effective management and accountability for resources consistent with the RCMP's 2006-2007 Management Strategy on Stewardship.

Live within Budgets means responsible spending and stewardship of financial resources within allocated budget levels and within the framework of the *Financial Administration Act*, government policies and the RCMP/CM&C financial policies and procedures.

Live within the Rules means effective stewardship, management and control of financial resources and assets by respecting and remaining within delegated authority levels and by strict adherence to the framework of relevant government legislation and policies and also to RCMP/CM&C policies and procedures.

Within the RCMP, there are ongoing pressures for CM&C to meet operational and other needs and challenges through the provision of sound finance; asset and facility management; procurement and contracting policies; systems; services and support. Functional specialists in finance, assets and procurement will be at the center of the RCMP's responses to these challenges.

The RCMP will need to compete successfully with other government departments for scarce resources at a time when many of our programs are still under-funded and we are seeking additional resources to meet these and new demands.

The results of the Auditor General's audit on the proper conduct of public business are anticipated in 2006. Since the RCMP was one of the departments reviewed, there will be a requirement to review the relevant portions of this major report and develop, where necessary, management responses and action plans.

Further progress is planned and required on major high risk/high profile/high value projects and initiatives; for instance, the major accommodation projects such as progress on the construction of new HQ buildings in "E" and "H" Divisions, the implementation of options for the Vanier Campus (Nicholson), and a broad spectrum of training facility initiatives at Depot, Innisfail, the Canadian Police College, and Connaught.

One of the most critical realities, however, is that the RCMP has increasingly less and less financial flexibility; the margin between expenditures and available budgets is extremely limited regardless of the fact that it is achieving unprecedented levels in its revenue collections – in 2004-2005 it achieved 99.8%. This, therefore, means that in 2006-2007, even stronger monitoring and control of budgets by managers across the Force, (supported by CM&C) will be the new reality.

As the RCMP's functional authority for financial resources and assets, CM&C's ongoing challenges include:

- Providing timely, relevant functional direction, guidance and control to contribute to the sound stewardship of a \$3.3B annual budget; \$1.2B in revenues; and more than \$2.3B in assets (replacement value)
- Providing integrated policy and directional frameworks and policy interpretation and guidance to 25,000 clients/employees at HQ, in four Regions, Depot and 14 Divisions, 52 Districts and 750 Detachments. Such frameworks include financial management; accounting and control; contracting and procurement; more than 40 categories and sub-categories of assets including land, buildings, vehicles fleets; environmental; and, other issues

Other Items of Interest

- Ensuring that the RCMP meets its government legislative and policy requirements in more than 50 different areas such as the *Financial Administration Act*; Accounting Policies and Standards; Management of Major Crown Assets; Real Property (Isolated Posts and Government Housing); Contracting Policy and Regulations
- Ensuring CM&C contributes to the achievement of the RCMP's mandate, mission, strategic priorities and the commitments made in the Commissioner's 2006 Directional Statement
- Ensuring the efficiency, timeliness and high quality of thousands of accounting, contracting and procurement and other transactions totaling in the hundreds of millions of dollars annually across the Force
- Ensuring the continued integrity of the RCMP's crucial Parliamentary and Central Agency accountability and reporting such as the Report on Plans and Priorities (RPP) and Departmental Performance Report (DPR), key accountability documents for the Commissioner and the RCMP; the Management Accountability Framework (MAF); the Annual Reference Level Update (ARLU); the Public Accounts; the Main and Supplementary Estimates; and others
- Providing a positive and productive working environment with an emphasis on ethics and values, communications and sound human resource management and development consistent with RCMP workplace priorities
- Representing the best interests of the RCMP at all times and ensuring productive working relationships with Central Agencies including TBS, OAG, OCG and PWGSC

Internal Audit, Evaluation and Management Review/Quality Assurance

A key element of the governance structure of the RCMP includes the provision of strategic, high quality and professional internal audit; program evaluation; and, management review (MR). Quality assurance (QA); the development/implementation of policies, standards, tools and procedures; and, annual and long-term risk-based audit/evaluation plans also serve to support government-wide and Force priorities.

Internal Audit

We have an effective internal audit function that has been cited as "Notable" by TBS in its annual Management Accountability Framework Assessment of the RCMP. In 2006-2007, Internal Audit will continue to provide assurance services on risk management, control, and governance processes, consistent with the *International Standards for the Practice of Internal Audit*.

A new TB Policy on Internal Audit came into effect on April 1, 2006. The implementation of this new policy will be a multi-year initiative, requiring additional resources, a carefully planned transition and monitoring of results. Key elements of the new policy include the following:

- The organizational independence of the Chief Audit Executive (since January 2006, the Chief Audit Executive reports directly to the Commissioner)
- Independent audit committees with members drawn from outside the federal government
- An increased role for the audit committee
- The provision of an annual holistic opinion on the adequacy and effectiveness of risk management, control and governance processes
- The inclusion of audits in departmental internal audit plans identified by the Comptroller General as part of government-wide or sectoral coverage

Evaluation

In June of 2005, a risk-based evaluation plan was developed and approved by the RCMP's Audit and Evaluation Committee, and in accordance with TBS policy, a copy of the plan was forwarded to Treasury Board.

At the June 2005 meeting of the Audit and Evaluation Committee, the Chief Audit Executive (CAE) proposed that the Evaluation Directorate focus its limited resources and efforts on providing policy advice, guidance and contract management to the Force.

Major program evaluations (such as those in Federal and International Operations (FIO) and Contract, Community, and Aboriginal Policing Services (CCAPS)) would be contracted out under the direction of the Evaluation Directorate and financed by the affected program area. Quality control would be provided by the Director, Program Evaluation thus ensuring independence and objectivity.

Management Review / Quality Assurance

To ensure responsible programs and services, in addition to our corporate internal audit and evaluation services, an effective operations-oriented review program is in place. We have updated our Management Review / Quality Assurance program and tools to include Integrated Risk Management (IRM) principles and regional review service groups are in place to promote effective program implementation.

The Quality Assurance process, starting this year, will be incorporated into the Detachment Performance Plan (DPP). QA and DPP share some common processes and the integration will ensure that Detachment and Unit Commanders have only one master document to manage when considering their planning and monitoring activities.

Strategic Policy and Planning

The RCMP has a structured planning cycle. Using the latest environmental scan as a starting point, priorities are chosen and strategies are developed for those priorities. Using the Balanced Scorecard methodology, strategies are developed and aligned across the organization. Business plans are prepared at the division level and aggregated into program activity plans. All business plans capture: an environmental scan, an identification of risks and mitigation strategies; an identification of unfunded pressures; initiatives aligned with critical objectives emanating from the strategic priorities; an articulation of initiatives in support of division or program activity strategy, as well as a breakdown of all activities according to the Program Activity Architecture. In addition, funding for initiatives that are no longer strategic priorities are assessed for reallocation to higher priority initiatives once the balance of risks has been completed.

The Strategic Policy and Planning Directorate (SPPD) reviews the divisional and business line plans in order to ensure corporate planning is aligned to operational priorities. Plans presented which do not support the organizational strategy, are challenged and refined as necessary.

All identified unfunded pressures are supported by a comprehensive business case, approved at the Deputy Commissioner level. The collective pressures are then analyzed and prioritized using an RCMP developed prioritization tool. This tool weighs the pressure against factors such as: public safety; alignment with government priorities, alignment with RCMP priorities;

value for investment, etc. This close examination results in a prioritized list of unfunded pressures for budgetary consideration.

Starting in 2006-2007, Detachment Performance Plans that incorporate best practices in performance management will be implemented to reinforce excellence in service in our communities and will support the business planning process.

The RCMP Strategic Policy and Planning Directorate is actively enhancing its capacity to track, analyze, and apply within the horizontal cadre of government initiatives the emergence of cabinet documents, inter and intra-governmental agreements, policy initiatives, and research agendas/trend analysis.

Strategic Planning and Performance Management

Strategic planning is absolutely imperative to a well-functioning organization. It guides decision making, facilitates effective use of resources and provides us with critical feedback. Our planning cycle is based on a continuous integrated approach and is augmented by strategic activities meant to enhance and support informed decision making.

Our planning cycle is highlighted by three significant periods of review.

First review (late spring):

- Focus on trends and issues identified in the environmental scan and from field input
- Identification of national and international trends that may impact on our operations supplemented with knowledge gained from use of annual core surveys, designed to measure perceptions and satisfaction levels of Canadian citizens, policing partners, clients, stakeholders and employees on our plans, priorities, programs and services

The outcome of this review either confirms or refocuses our priorities to better reflect the needs of Canadians within a three- to five-year horizon. With the issuing of the Commissioner's Directional Statement, all levels of the RCMP can begin to focus on their respective responsibilities to Canadians and what plans could enhance the delivery of our services.

Second review (fall):

- Mid-year check on progress against strategic priorities, commitments and objectives
- Adjustments as required to ensure continued results and value to Canadians

Other Items of Interest

- Program directions and priority activities determined for coming fiscal year
- Initiation of business planning process in Operations

Once complete, corporate-level business plans are then developed – the lag ensures these plans reflect the priorities and needs of Operations.

Third review (late winter):

- Program Activity and corporate plans reviewed in order to determine appropriateness of support for operational priorities
- Financial support for strategic objectives determined

While all of these periods of review have a specific focus, they also offer opportunities for ongoing review (look back) and forecasting (look ahead) – critical to determining if we are on the right track – or if adjustments are required. In order to support more immediate requirements for informed decision making, a quarterly performance reporting cycle is also in place, allowing for the continuous tracking of initiatives and expected outcomes.

National Business Plans

A Senior Management Steering Committee has been established at National Headquarters to provide the necessary leadership and direction to ensure robust business planning in the RCMP.

Divisional Business Plans

As is the case with their Headquarters counterparts, business plans at the division level are required. Not only do they reflect a clear understanding of our national strategic priorities and the “fit” with their activities, there is a comprehensive understanding of local issues and priorities.

Environmental Scanning

Every three years we conduct a comprehensive Environmental Scan to review the macro-level trends, both international and domestic, that are shaping our environment. Our efforts are focused on seven key dimensions – demographics, society, economy, politics and governance, science and technology, environment and public safety and security – highlighting new trends and updating previously reported issues. In each of the two years between comprehensive Environmental Scans, we conduct focused scans on an emerging area of importance to the RCMP.

In 2005, a feature focus was conducted on Economic Crime highlighting the current level of risk Canadians face and ultimately led to the adoption of a new strategic priority for 2006-2007 – Economic Integrity.

Core Surveys

Surveys are conducted on an annual basis in an effort to capture baseline opinion data regarding our performance. Questions predominantly focus on general satisfaction areas; for example: our role in safe homes and safe communities; quality of service; professionalism; sensitivity; community involvement; visibility; value of partnerships; and, communication. Populations canvassed include: general Canadian population; clients of Contract Policing; policing partners; employees; and, stakeholders.

The survey results are used as metrics to inform managers on the progress of their objectives and as reference material for the further development of their plans and priorities.

Taken together, some common messages emerge from the various core survey results. The RCMP’s contribution to ensuring the safety of our homes, communities and country is perceived as important. Our organization is viewed as professional, with integrity and honesty valued. However, communication regarding the nature of and rationale behind our activities is an area for improvement.

In its 2005 Management Accountability Framework Assessment, TBS commends the RCMP for the progress it has achieved in implementing the client satisfaction survey component into their overall management approach. The RCMP’s Survey Centre conducts annual client, partner and stakeholder surveys. Baseline satisfaction levels were established in 2003. The Survey Centre provides in-depth analysis of the survey results. Managers set targets, put initiatives in place, and monitor satisfaction rates.

For these surveys the RCMP utilizes the Government’s Common Measurement Tool (CMT) and survey results are posted on the external and internal web. The RCMP will be utilizing the next employee survey (2007) to assess employee perceptions of leadership performance with respect to values and ethics.

Consultation and Engagement

Consistent with Government priorities to ensure the broader engagement of partners in plans and priorities, we are pursuing a national consultation and engagement strategy. This will not only ensure the interests and needs of our partners are appropriately

reflected in our plans and priorities, it will support our collective efforts in considering the benefits to be realized in shared service delivery.

As our consultation and engagement strategy evolves, this practice will become one of our business maxims.

The Balanced Scorecard — Our Performance Management System

The Balanced Scorecard was adopted by the RCMP as its tool for furthering strategy-focused, performance-managed business planning. It allows us to manage and measure our performance against our strategic priorities and objectives. In addition, it facilitates proactive planning, which is essential for clarifying objectives and actions and for identifying areas where resources could be used more efficiently to improve the delivery of RCMP programs and services.

Consistent with several other performance management processes, the Balanced Scorecard shares many commonalities with other key Government plans and priorities – including Results for Canadians, Modern Comptrollership and the Service Improvement Initiative, as examples.

In essence, the Balanced Scorecard guides us in gauging critical intangibles such as people, data and environment and assists all levels of management in identifying what key factors will enable business “success” or goal achievement. It also gives us the ability to tell the RCMP story by demonstrating “what we do and why” and to gain recognition for the critical role we play in providing safe homes and safe communities for Canadians.

There are several other potential benefits – determination of managerial accountability in achieving performance results; communication of strategic priorities across an organization; clarity and transparency around the allocation of resources; and, consistent reporting on results. With the alignment of operations and objectives, this ensures resources deliver value and are used in the best possible way.

Over the past two years, performance reporting to our Senior Executive Committee (SEC), chaired by the Commissioner of the RCMP, has followed a rigorous and demanding schedule so that a culture of performance management could be quickly instilled into our organization. The use of the Balanced Scorecard is now firmly entrenched as an integral part of our daily business practices and is a contributing factor towards the advancement of our strategic priorities.

In a 2005 Harvard Business School publication, *Balanced Scorecard Hall of Fame Report 2005*, the RCMP is featured as a recent inductee into the Balanced Scorecard Hall of Fame. The RCMP adopted the Balanced Scorecard as its performance management system in August 2001 in response to the new policing demands of the 21st century as a means to demonstrate accountability to its many stakeholders and to clarify and execute its strategic priorities. The RCMP is currently the only federal law enforcement agency in the world to use the Balanced Scorecard and it is the only Government of Canada department to have received the prestigious honour of being inducted into the Balanced Scorecard Hall of Fame.

For more information on the Balanced Scorecard, please go to: www.bscol.com

For more information on performance management in the RCMP, please see: www.rcmp-grc.gc.ca

Detachment Performance Plans

Starting in 2006-2007, Detachment Performance Plans that incorporate best practices in performance management will be implemented to reinforce excellence in service in our communities and will support the business planning process.

The Detachment Performance Plan (DPP) will:

- Include the common elements of some established performance improvement initiatives (environmental scanning, community consultation, etc.)
- Include the key elements of each of the initiatives
- Align with our integrated planning cycle
- Allow information to be aggregated and moved up to senior levels
- Contain a mechanism to report to communities (OAG recommendation)

Performance plans will capture key information for all levels of the organization that:

- Outlines highest areas of risk – and strategies to mitigate risk
- Outlines strategic objectives addressing detachment, division and national priorities
- Captures performance relative to desired outcomes
- Provides tangible and quantifiable feedback to clients, partners, stakeholders and personnel
- Assists in identifying and responding to competency gaps

Other Items of Interest

Performance plans will also:

- Help our employees focus energies towards priorities
- Ensure alignment throughout organization
- Establish clear accountabilities within Detachments/Units
- Communicate the value of individual contribution to organization's goals thus fostering commitment

The DPP responds to issues identified or recommendations made in an OAG November 2005 report:

- RCMP in consultation with communities it serves, should establish community plans setting out the expectations for performance, the RCMP's commitment and identifying their priorities
- RCMP should track its progress towards meeting agreed upon performance and report to the client regularly
- DPP includes community plan and consultation and measures success against objectives set with communities
- DPP is signed off with communities

In the fall of 2006 approximately 750 Detachments will be completing their Performance Plan (DPP). The Detachment/Unit Performance Plan is expected to make a significant impact on the way we do business.

Information Management/ Information Technology

As has been the case over the last few years, several key factors will continue to impact on the IM/IT community:

- Technology's expense – many IM/IT programs have merit – funds, however, are limited
- Evergreening – given technology's expense, there is a need to keep systems and equipment operational for as long as possible
- Research and development – the rapid evolution of technology presents challenges for law enforcement to keep pace
- Challenges of international policing – requires partnerships and relationship building – compatibility and interoperability goals vs. privacy concerns

We have made significant progress in addressing these issues and we are committed to further strengthening the management of our IM/IT resources.

The RCMP's success in furthering intelligence-led and integrated policing is largely dependent on information systems and technology to facilitate the gathering and management of information, the creation of intelligence, and the cooperative and coordinated exchange between partners. Integrated operational mechanisms – like the Police Reporting Occurrence System (PROS) and our work on the Integrated Query Tool (IQT) – will link databases so that information can be retrieved from a number of systems.

As a key member of the federal justice community, we have important responsibilities in working to ensure that existing and planned IM/IT systems are compatible and consistent with one another – and as part of the vital support systems within the larger criminal justice system. Our goal is to optimize the use of compatible systems by the Canadian law enforcement community to ensure that information and intelligence is accessible and available to those who need it in a timely manner.

By leveraging common IM/IT investments, there are potential benefits for all partners:

- Integrated information and intelligence
- Interoperability and compatibility with existing and planned systems, including common language, look and feel
- Effective and responsible resource management
- Enhanced support of the criminal justice system in sustaining a coordinated public safety effort

The RCMP's IM/IT program is delivered from National Headquarters and four regions across the country. Accountability for IM/IT initiatives is dispersed throughout the organization, with some initiatives under the direct authority of the Chief Information Officer (CIO) and others under the authority of regions or policy centres. Senior management at annual planning sessions identifies strategic priorities. Major IM/IT plans and issues are shared with senior executive staff during Senior Management Team retreats throughout the RCMP planning cycle given the priority and importance assigned to IT projects by Senior Executive Committee (SEC).

The RCMP has continued its efforts to strengthen program and project management by establishing an IM/IT Planning Framework, standardized Project Management Methodology and centralized procurement controls. Progress on all key projects is reported periodically to the CIO on either a monthly or quarterly basis. These reports outline progress against plans, as well as major risk areas and mitigation strategies. New or enhanced IM/IT business solutions, programs and services that raise privacy issues must develop, conduct and update a Privacy Impact Assessment (PIA) – all PIA submissions are also reviewed by Access to Information (ATIP), to ensure compliance with federal requirements and the *Privacy Act*.

We are committed to improving the quality of IM/IT services through the implementation of a Continuous Service Improvement Program (CSIP). The main goals of this program are to strengthen IT Governance and implement IT Service Management “best practices” such as Information Technology Infrastructure Library (ITIL). CSIP and the newly established CIO Project Office will improve the IM/IT program and project management by providing a disciplined approach to strategic and business planning, enhanced prioritization of projects, project approval and oversight as well as IT service support and service delivery. In addition, we are integrating the Balanced Scorecard (BSC) planning and reporting tool into IM/IT projects and initiatives to ensure performance is reported against strategic objectives on a 90-day cycle.

The Human Resources Sector

The Human Resources Sector is committed to furthering its vision of enabling operational readiness. This requires us to continue to attract, develop and retain the people who will best support the achievement of this key objective. The HR planning process, now integrated with the RCMP business planning process, is a critical element to realizing this vision.

Given the operational nature of our work, certain workforce realities and service delivery expectations, our HR planning focus has necessarily been on our Regular Member population – to ensure the RCMP is appropriately positioned to deliver on its public safety commitments. Nevertheless, we must also focus our attention on planning for our Civilian Members and Public Service employees, who not only comprise a significant portion of our workforce but are also essential to our success in realizing organizational objectives.

The Strategic Leadership Initiative

Over the past two years, the Strategic Leadership Initiative (SLI) examined several key factors in charting the course to a renewed future state for the RCMP’s Human Resources. This included analyzing the current state of business processes and relationships, determining gaps and shortcomings, and identifying key areas of focus for HR modernization – to not only ensure greater alignment between the HR function and the business we support, but to reposition it as a strategic and value-added partner, through a stronger client-centred, operational focus.

With much of this process work completed and a model developed, the transition from project status to business is underway, with HR policy centres now beginning to assume the responsibility for implementing requisite changes.

Over the next year, we will focus on the following priorities:

Recruiting – Attracting the Next Generation of Talent

A projected increase in attrition rates due to retirement and growth in new positions in the Force are creating unprecedented demands for new members at a time when the age group from which the RCMP typically recruits is shrinking. To address this, the National Recruiting Strategy has been developed to ensure we are appropriately positioned to meet our future human resource needs. Our priorities include:

- Promote focused, well-funded recruitment practices through a new Attraction and Marketing program
- Promote and sustain an effective and diverse RCMP workforce which reflects the population we serve
- Provide an application system which shortens the recruitment process and enables operational readiness
- Increase the ability of the RCMP to determine future human resource requirements
- Improve the structure and accountability in our recruiting program

Other Items of Interest

Succession Planning – Developing the Next Generation of Leaders

With projected high attrition rates due to retirement, a focus on succession planning is integral to the continued success of the RCMP in meeting its operational commitments.

Our priorities include:

- Implement a new promotion process for July 1, 2006, which is competency-based and better aligned with our human resources strategy
- Develop a new performance assessment form and process for April 2007 to gauge competency-based performance evaluation (organizational and functional)
- Continue important development programs – including the Officer Orientation and Development Course (OODC), Senior Executive Development and the Full Potential Program – to facilitate the identification and development of future leaders at all levels of our organization
- Implement a complementary mentoring program which will connect to the Full Potential Program, offering an opportunity for OODC candidates (as mentors) to help shape our leaders of tomorrow

Learning Investment – Maximizing our Training in Support of Operations

We are committed to the implementation of the Learning Investment Strategy to ensure the efficient and effective management of the RCMP's national learning, training and development resources. Through effective governance and alignment of learning and training resources, we will be better able to support the organization's strategic and operational priorities, as well as ensure that our employees have the necessary knowledge, skills and competencies to carry out their duties.

Our learning priorities over this next year will focus on building individual capacity, strengthening organizational leadership, and enhancing operational performance. Specifically, our efforts will include the following:

- **The Field Coaching Program** – In the 2005 Chapter on Contract Policing, the Office of the Auditor General (OAG) recommended the RCMP ensure all newly-graduated cadets receive the full Field Coaching Program (FCP)

The FCP Program Training Standard is being revised to ensure consistency with the recommendations of the Auditor General, as well as Part II of the Canada Labour Code (CLC). The updated program will be based on the new RCMP competency model and will be clearly aligned with Depot training

- **Bridging the Gap** – By associating employee proficiency with unit objectives, and providing the necessary support to improve knowledge, skills and abilities to meet these objectives, Bridging the Gap (BTG) is a good example of HR supporting Operations. Bridging the Gap is being mainstreamed in all four RCMP regions and across operational programs. It has also been integrated with the Detachment Performance Planning Guide and takes the result of the Detachment Performance Plan as its first stage
- **The Investigator's Toolbox** – The first of its kind in the law enforcement community, the Investigator's Toolbox provides quick and easy access to information for investigators, and represents a cost-effective method to deliver e-learning and e-working solutions on a national scale
- **Learning Content Management System (LCMS)** called "Agora" has just been released nationally and will provide individualized access to the learning required by each employee

Standardization – Ensuring Common, Consistent and Sustainable HR Policies, Programs and Services

Competency-based Management

Competency-based management (CBM) is an approach to managing employee performance based not just on "what" work is being done, but also on "how" the work is being accomplished – ultimately, it is about getting the right people doing the right jobs. A team has been tasked with researching and creating an expanded Competency-based Framework for the RCMP. Specific profiles are being created for different jobs, listing the most critical elements required for success in that job.

Public service employees are an equally critical part of our workforce. The new *Public Service Employment Act*, which came into effect at the end of December 2005, marks the beginning of how we will now staff positions in our organization. With a staffing system that promotes flexibility, access, fairness and transparency,

while ensuring the values of merit and non-partisanship remain at the heart of the system, we will be better positioned to further HR plans and priorities through the efficient and effective staffing of PS positions. Information sessions on the new legislation are being conducted throughout the organization so that employees at all levels will be able to recognize the benefits and advantages associated to the PSEA.

Promoting a Healthy, Safe Workplace and Productive Workforce

Health Services Renewal

Our efforts at Health Services renewal are ongoing, including programs as well as policy, process enhancements and new services.

Our priorities include:

- Benefits and entitlements review
- Enhanced disability case management (return to work sooner, healthier workforce, cost avoidance)
- Safety and audit inspection program to improve fulfillment of mandatory and legislated requirements (Canada Labour Code)
- Health Promotion Program aimed at improving physical and emotional health

The Duxbury Report

In 2001, 5,114 RCMP employees participated in a national Health Canada-sponsored survey administered by Dr. Linda Duxbury. This was followed in 2003 by a study commissioned by the CHRO to better understand emerging issues, as well as longitudinal trends. This internal scan of employees' perceptions of the workplace, coupled with the internal employee survey findings from 2003 and 2005, will be widely communicated to drive out organizational change initiatives at the local level. Further data mining will contribute to informed forecasting of human capital and informed decision making.

Areas of weakness were identified and will be the focus for improvement including the work environment (e.g. workload and structure), internal programs (e.g. rewards and recognition, career development and people management) and outcome measures (e.g. retention rates).

Since 2003, a number of initiatives have been undertaken which address elements of the report. Improvements are ongoing and are a shared responsibility of all employees and management levels across the organization. The Senior Executive Committee (SEC) adopted an organizational response that will establish employee wellness as a priority.

New Harassment Policy

A new policy on Prevention and Resolution of Harassment in the Workplace was implemented in 2005 and is now the subject of its first formal review. Extensive consultation with employee representatives is currently taking place, and the response from various stakeholders is evidence of the commitment everyone has toward the eradication of harassment in the workplace. Once the evaluation is complete, necessary further action will be identified.

Technology – Enabling User-friendly and Leading-edge HR Systems

To better coordinate and facilitate the requisite changes to IM/IT systems in support of our HR needs, a Technological Integrator has been identified to prioritize and further key projects and enhancements.

Our priorities include:

- **E-recruiting** – This is imperative to our future success – but the technological solution is not an easy one and it will be problematic without changes to our systems and processes. In the interim, we are working to refine existing tools so they can better meet our needs in tracking the progression of prospective candidates throughout the process
- **Pre-employment Polygraph** – This will ensure potential applicants for employment possess our core values at the outset – by identifying (and consequently screening out) applicants who are not suitable for employment due to issues of integrity, dishonesty or criminal activity

Other Items of Interest

- **Human Resources Management Information Centre (HRMIC)** – Upgrades are ongoing to our HR management information system (HRMIS). We also need to consider our obligations as part of the Government's Shared Services Initiative, which is aiming to have all departments and agencies serviced by a single shared services organization by 2010, as well as our Government-on-Line obligations, which seek to have more services available online to Canadians (Results for Canadians)

Integrated HR Planning – Integrating Key HR Considerations into Strategic Planning

HR Sector planning requirements have now been mapped to key corporate milestones and timelines, and an ambitious planning agenda has been charted which will better position the Sector in its efforts to further short- and long-term HR considerations into business planning.

To ensure the organization's HR investments and needs can be more appropriately monitored and tracked, HR considerations will be more inclusive in next year's business plan template so we can further the important reality that human resources management is everyone's business. In our efforts to ensure the sound stewardship of human resources, the Human Resources Management Framework has also been developed. This establishes the Force's standards and expectations for sound human resources management, supported by clearly articulated principles, accountabilities and processes in support of efficient and effective HR service delivery. Review and validation of the framework is now in progress.

As part of next year's business and strategic plans, regional components and perspectives will also be highlighted so we can be assured we are developing HR plans and priorities which not only benefit our business practices, they enable our frontline service providers.



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada



**Royal Canadian Mounted Police
Report on Plans and Priorities
2006-2007**

**Special Chapter
Canadian Firearms Program**

TABLE OF CONTENTS

SECTION V – CANADIAN FIREARMS PROGRAM

Commissioner’s Message	85
Transfer of the Canadian Firearms Program to the RCMP	87
Overview of Canadian Firearms Program	88
Mission	88
Mandate	88
Values	88
Program Activity Architecture	89
Future Direction for the PAA	91
Planned Financial and HR Resources by Activity	91
Program Overview	92
Risks, Challenges and Opportunities	93
Plans and Priorities	93
Results and Performance Framework	94
Financial Tables	95
Acronyms	103

COMMISSIONER'S MESSAGE



On May 17, 2006 the responsibility for the *Firearms Act* and its regulations were transferred to the RCMP. I welcome this new responsibility, and I am confident that the integration of the Canadian Firearms Program into existing RCMP operations will

allow Canadian police authorities to more effectively coordinate gun control activities with other crime control measures.

To ensure the RCMP maintains the strong commitment of the former Canada Firearms Centre (CAFC) of transparent reporting to Parliamentarians and Canadians, what follows is a special chapter dedicated specifically to the transition of CAFC and the day-to-day operations of Canadian Firearms Program (CFP) into the RCMP. This chapter describes the expected benefits of transferring the Firearms Program to the RCMP, sets out the plans and priorities of the 2006-2007 fiscal year, provides a summary of the Firearms Program planning and performance framework as well as key financial information.

The effective operation of the Firearms Program is important to approximately two million Canadians who hold a valid firearms licence. It is also important to the law enforcement community, who rely on the information contained in the Canada Firearms Information System to help them keep our homes and communities safe.

The RCMP has a solid track record of operating national databases and repositories for the benefit of the entire Canadian law enforcement and criminal justice communities. I am confident that our expertise in providing effective stewardship of these national systems will be of significant value as we undertake to operate the Firearms Program.

As Canada's national police force, the RCMP will continue to uphold the *Firearms Act* as envisioned to protect the rights of all Canadians. Our operation of the Firearms Program will not impact on our policing mandate or vice versa, except where legislation compels our police officers to act.

As Commissioner of the RCMP, I look forward to meeting the challenges related to the Firearms Program and I am committed to building upon the work done over the past several years by the staff working within the former CAFC in issuing firearms licences (individual and business) and registration of firearms in Canada.

Under the direction of the RCMP, the Firearms Program will continue to enhance public safety by providing support to law enforcement agencies efforts aimed at the prevention and investigation of firearms related criminal activity. The RCMP will work closely with its partners to ensure that the Firearms Program continues to contribute to safe homes and safe communities in Canada.

A handwritten signature in cursive script, appearing to read 'G. Zaccardelli'.

G. Zaccardelli
Commissioner



SPECIAL CHAPTER – CANADIAN FIREARMS PROGRAM

Transfer of the Canadian Firearms Program to the RCMP

Canada's new Government is committed to effective firearms control that targets criminals, while maintaining the highest standards of public safety. On May 17, 2006, the Government announced:

- Responsibility for the *Firearms Act* and its regulations was transferred to the Royal Canadian Mounted Police (RCMP), taking over from the former Canada Firearms Centre
- The annual operating budget for the Program was reduced by \$10 million
- Implementation of licence renewal fee waivers and refunds
- Elimination of physical verification of non-restricted firearms
- Introduction of a one-year amnesty to protect previously-licensed owners of non-restricted firearms from prosecution and to encourage them to comply with the law as it currently stands

The transfer of responsibility for the *Firearms Act* and regulations, including the firearms registry, to the RCMP will aim to provide a cost-effective firearms program that will meet the Government's commitment to accountability.

The government announced it will also take action to improve service delivery introducing a more cost-effective lifetime licensing system that will eliminate waste and avoid unnecessary burdens on firearm registrants. Under this system, the police will be able to know and verify who is authorized to own legal firearms and who is not. The transfer will also make it easier for Canadian police authorities to coordinate gun control activities with other crime control measures.

The transfer of the responsibility for the Canada Firearms Centre (CAFC) to the RCMP includes the transfer of all CAFC approved funding and existing personnel. The RCMP also assumed responsibility for all ongoing operational aspects of the program, including relationships and funding commitments with opt-in provinces and the Canadian Border Services Agency.

Within the RCMP, the Firearms Program will be managed under the National Police Services (NPS) responsibility area. By integrating the program within NPS, the opportunity exists to achieve efficiencies and improve interoperability with many other key programs such as National Weapons Enforcement Support Team (NWEST), Forensic Science and Identification Services. Given that NPS provides services to the entire law enforcement and criminal justice communities, it is expected that positioning the Firearms Program as part of NPS will lead to optimal results and the best possible service to clients.

It is anticipated that in the short-term, the transfer will be cost neutral but may present opportunities for synergy and potential cost savings in the medium to long term through attrition and the integration of corporate activities such as Finance, Human Resources Administration and Information Technology systems into existing RCMP operations.

The reduction of the Firearms Program's annual budget by \$10 million, in 2006-2007 and beyond can be achieved without significantly impacting operations or client service. It is anticipated that the potential for further savings may be realized as and when economies of scale associated with the transfer to the RCMP are achieved, and when and if changes to legislation are approved.

Overview of Canadian Firearms Program

Mission

In harmony with the RCMP's mission statement of safe homes and safe communities, the Program's mission is to support police and other law enforcement organizations; prevent the misuse of firearms in Canada; enhance public safety by helping reduce death, injury and threat from firearms through responsible ownership, use and storage of firearms.

Mandate

The RCMP will continue to develop and oversee an effective firearms registration and licensing system that will assist in the reduction of gun violence and meet the Government's principal obligations under the *Act*. The Firearms Program is intended to reduce gun violence by:

- Supporting law enforcement agencies in preventing and investigating firearm crimes and incidents
- Controlling the acquisition, possession and ownership of firearms
- Regulating certain types of firearms
- Preventing the misuse of firearms

The Firearms Program will undertake activities in support of:

- Police operations investigating firearms gun crime by providing vital information and expertise
- Licensing all firearm owners including individuals and businesses
- Protection to public safety through continuous eligibility screening of all firearm owners and follow-up investigations of incidents and, when appropriate, revocation of firearms licences
- Firearms-related safety education and public awareness
- Issuance of authorizations to carry handguns and to transport restricted and prohibited firearms

Values

The RCMP will operate the Firearms Program in accordance with its core values as well as the following:

- Respect the lawful ownership and use of firearms in Canada and support firearm users with quality service, fair treatment and protection of confidential information
- Recognize that the involvement of the provinces, other federal agencies, Aboriginal peoples, police organizations, firearm owners and users, safety instructors, verifiers, businesses, and public safety groups is essential for effective program delivery and achieving success
- Commit to ongoing improvement and innovation in order to achieve the highest levels of service, compliance, efficiency, and overall effectiveness
- Inform and engage the Firearms Program's clients
- Manage its resources prudently to provide good value for money, and clear and accurate reporting of program performance and resource management
- Uphold the values and ethical standards of the Public Service of Canada and commit to fair staffing, employee development and a work environment that encourages involvement and initiative

Program Activity Architecture

Given the timing and complexity involved with the transfer of responsibility, a transition period will be necessary to effectively migrate CAFC’s Program Activity Architecture (PAA), financial and human resource data into the RCMP’s PAA, financial and human resource systems. In the interim, to maintain transparent, consistent and complete reporting to Parliament and Canadians for planning year 2006-2007, CAFC’s existing PAA will be linked to the RCMP’s PAA. At the earliest opportunity, the RCMP will work with Treasury Board Secretariat to integrate CAFC’s PAA more fully into the RCMP’s PAA in a manner that will integrate it with appropriate Activities and/or Sub-Activities.

The graphic on the next page identifies how the RCMP and CAFC PAAs will be integrated in 2006/07.

The Program Activity Architecture (PAA) for CAFC was amended for 2006-2007 to provide better clarity to the infrastructure, services and support functions performed within each of the operational areas.

- **Activity:** *Registration, Licensing and Supporting Infrastructure* (formerly Maximize Public Safety Benefits of the *Firearms Act*)
- **Activity:** *Policy, Regulatory, Communications and Portfolio Integration* was created and added to CAFC's PAA. The intent of this new activity is to be more transparent to Parliamentarians, partners and clients. This function was previously embedded within the Effective Management of the Program Activity.

Canadian Firearms Program		
Strategic Outcome	The risks to public safety from firearms in Canada and international communities are minimized	
Program Activities	Registration, Licensing and Supporting Infrastructure	Policy, Regulatory, Communication and Portfolio Integration

Program Activity Architecture

SAFE HOMES, SAFE COMMUNITIES

<p>STRATEGIC OUTCOME – quality Federal policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals, and other criminal activity</p> <p>Key results – reduced impact of organized crime; reduced threat of terrorism; safe and secure society and economy</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality policing support services – support Canadian policing investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology, and education to optimize the delivery of proactive, intelligence-based policing services and programs</p> <p>Key results – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>	<p>STRATEGIC OUTCOME – quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigations</p> <p>Key results – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities</p>
<p>OUTCOMES: contributions to...</p>	<p>1 Federal and International Operations</p> <p>1.1 Physical Crime 1.2 Drug and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Operations 1.6 Special Initiatives 1.7 Program Activity Support</p>	<p>2 Protective Policing Services</p> <p>2.1 Protection Duties 2.2 Major Events 2.3 Special Initiatives 2.4 Program Activity Support</p>	<p>3 Community, Contract and Municipal Policing</p> <p>3.1 Provincial/Territorial Policing 3.2 Municipal Policing 3.3 Aboriginal Policing 3.4 Airport Policing Agreements 3.5 Community Contract and Aboriginal Policing Structures 3.6 Special Initiatives 3.7 Program Activity Support</p>	<p>4 Criminal Intelligence Operations</p> <p>4.1 Organized Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Intelligence 4.4 Special Initiatives 4.5 Program Activity Support</p>	<p>5 Technical Policing Operations</p> <p>5.1 All Services 5.2 Research Services 5.3 Protective Technology 5.4 Technical Investigations 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.8 Social Investigation 5.9 Program Activity Support</p>	<p>6 Policing Support Services</p> <p>6.1 National Operations Centre 6.2 Open File Systems 6.3 Integrated Operations Support 6.4 New Special Programs 6.5 Special Initiatives 6.6 Program Activity Support</p>	<p>7 National Public Services</p> <p>7.1 Revenue Laboratory Services 7.2 Information & Identification Services 7.3 Criminal Police College 7.4 National Child Negligitation Coordination Centre 7.5 Criminal Intelligence Service Canada 7.6 Special Initiatives 7.7 Program Activity Support</p>	<p>8 Corporate Infrastructure</p> <p>8.1 Corporate and Societal Services 8.2 Corporate Management and Compliance 8.3 Chief House 8.4 Strategic Director 8.5 Chief Information Officer Office 8.6 Special Initiatives 8.7 Program Activity Support</p>



<p>CANADIAN FIREARMS PROGRAM</p>	
<p>The risks to public safety from firearms in Canada and international communities are minimized.</p>	
<p>9 Registration Licensing and Supporting Infrastructure</p>	<p>10 Policy, Regulatory, Communication and Portfolio Integration</p>

Future Direction for the PAA

The RCMP will seek Treasury Board approval to transition the Canadian Firearms Program as a component within National Police Services (NPS) which is responsible for many police support programs. The Program will retain its core values and commitment to safe homes, safe communities that directly support the RCMP strategic priorities of Organized Crime, Terrorism, Youth and Aboriginal Communities.

Planned Financial and HR Resources by Activity¹

Program Activity	Financial Resources			Human Resources		
	(\$ millions)			(FTE's)		
	2006-2007	2007-2008	2008-2009	2006-2007	2007-2008	2008-2009
Registration, Licensing and Supporting Infrastructure	78.3	See note below	See note below	375	See note below	See note below
Policy, Regulatory, Communications and Portfolio Integration	5.3	See note below	See note below	27	See note below	See note below
Total	83.6*	N/A	N/A	385	N/A	N/A

¹ Planned Financial and HR resources for the program are depended upon passage of *Bill C-21 An Act to amend the Criminal Code and the Firearms Act*. For this reason, planned spending for 2007-2008 and 2008-2009 are not yet defined.

*Reflects the Main Estimates allocation for CAFC as tabled in Parliament; does not reflect the \$10M operating reduction announced by the Government on May 17, 2006.

Canadian Firearms Program

Program Overview

The Firearms Program is a multi-departmental and multi-jurisdictional program for which the RCMP now has lead responsibility. The core activities of the Program are shown in the chart below:



The Canadian Firearms Information System (CFIS) is designed to support the administration of the *Firearms Act*. Responsibility for administering and maintaining CFIS now rests with the RCMP. In federally administered jurisdictions, the RCMP, through Chief Firearms Officers (CFO), is responsible for the administration of the *Act*: British Columbia and Yukon Alberta and Northwest Territories, Saskatchewan and Nunavut, Manitoba and, Newfoundland and Labrador. The provinces of Ontario, Quebec, New Brunswick, Prince Edward Island and Nova Scotia administer responsibilities within their jurisdictions, under direction of their provincial governments, in a manner consistent with the *Firearms Act*.

The provincial operations are funded by the Government of Canada through contribution agreements entered into between the Government and individual provinces. The RCMP will also work with Aboriginal and other community organizations to further the understanding of, and compliance with, program requirements. These efforts are also funded through contribution agreements.

The RCMP operates the Canadian Police Information Centre (CPIC), which interfaces with CFIS to provide timely information to Chief Firearms Officers making decisions about client licensing and continuous eligibility. The RCMP is also responsible for the National Weapons Enforcement Support Team (NWEST). NWEST supports the work of local police services across Canada in combating the illegal smuggling and trafficking of illicit firearms.

The Canada Border Services Agency (CBSA) is responsible for administering elements of the Firearms Program at Canada's border crossings. These elements of the Firearms Program are funded through Memoranda of Understanding with CBSA. The Department of Foreign Affairs and International Trade Canada (DFAIT) issues import and export permits for firearms under the *Export and Import Permits Act*. DFAIT is not refunded the cost of the activity as it was part of its mandate prior to the passage of Bill-C68, in December 1995. DFAIT will continue to issue these permits until such time that the regulations for the importation and exportation of firearms come into force and form part of the *Firearms Act*.

Risks, Challenges and Opportunities

The RCMP is committed to assisting the government in contributing to safe homes and safe communities. It will continue to build on successes and lessons learned to meet the Firearms Program's future risks, challenges and opportunities.

Understanding firearm owner behaviour in Canada will continue to be a priority. While the vast majority of firearm owners renew licences, some still do not do so despite repeated attempts at simplifying obligations to comply with the *Firearms Act*. In order to mitigate this risk, an analysis to better understand why a minority of Canadian firearm owners have yet to comply with the *Act* will be undertaken as well as ways to simplify client interactions. Simple, easy to use forms have been well received by the clients in the past and contributed to increased compliance with the *Firearms Act*. A new, simplified licence renewal form was introduced in July 2005. This new form, along with renewal reminders, had a noteworthy impact on improving the rate at which clients renew licences.

The quality of data gathered and maintained is of paramount importance. As law enforcement partners increasingly rely on CFP information to carry out their work – thereby improving officer safety and reducing risk to the public – the need for accurate and up-to-date information continues to grow. Dedicated efforts will be maintained to ensure that high standard for data quality is well understood by law enforcement partners. We will continue to improve client service through the optimization of web-based transactions (i.e., online address changes, business-to-business or business-to-individual transfers). The continued use of web-based transactions will improve quality of data gathered for clients and reduce costs.

The RCMP will continue efforts to develop and maintain broad-based relationships with client and stakeholder groups. Gun control is a sensitive area of public policy and administration, and opportunities to enhance understanding and participation must be recognized.

Plans and Priorities

Moving forward, existing and future priorities of the Program will be aligned to achieving a single strategic outcome, "the risks to public safety from firearms in Canada and international communities are minimized", in the most effective and efficient manner possible.

The priorities are:

1. Ensure that the public safety benefits of the Canadian Firearms Program are optimized:
 - This will be achieved through continually providing excellent service to a diversified clientele that includes police organizations, firearm owners, safety groups and firearm organizations and the general public
2. Support continued compliance with the law:
 - Program effectiveness requires continued and enhanced compliance with the law. The RCMP will work closely with Chief Firearms Officers, the provinces, police organizations and other public safety officials, as well as with firearm owners and users to facilitate compliance and support enforcement and crime and injury prevention
3. Continue to engage the public, partners, and other communities of interest to further improve the Program:
 - Targeted outreach activities will enhance awareness and understanding of the Program, and support achievement of the objectives of the *Firearms Act* and related legislation
4. Increase effectiveness of internal operations
 - Efficiencies will be gained through merger of Program operations (corporate and operational) with those of the RCMP

Canadian Firearms Program

Results and Performance Framework

Strategic Goal			
The risks to public safety from firearms in Canada and international communities are minimized.			
Expected Results and Indicators			
<p>Expected Results</p> <ul style="list-style-type: none"> • Reduced access to firearms for those who pose a threat to public safety • Useful information made available for policing and law enforcement purposes • Safe use and storage of firearms • Increased understanding and knowledge of program requirements by clients, community organizations and Canadians 		<p>Indicators</p> <ul style="list-style-type: none"> • Licence revocations and refusals (for individuals and businesses) and associated reasons • Queries to CFRO; affidavits produced • Participants in safety courses • Renewal rate for licences; new clients; individual-to-individual firearms transfers 	
Activities and Outputs			
Registration, Licensing and Supporting Infrastructure: Administering efficient and effective registration, licensing and other non-registration activities		Policy, Regulatory, Communication and Portfolio Integration: An effective legislative, regulatory and policy framework in support of the Firearms Program	
<p>Activities:</p> <p>The Act is administered</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Licences granted • Registrations and transfers completed • Business licences issued • Continuous eligibility monitoring 	<p>Activities:</p> <p>Program compliance is supported by effective public awareness activities</p>	<p>Outputs:</p> <ul style="list-style-type: none"> • Relevance of outreach activities and communications materials
Efficient, client-centered services and streamlined processes are in place	<ul style="list-style-type: none"> • Improvements in client service for: licensing, registration and telephone enquiries 	Policies and programs are improved through more effective and informed policy development processes	<ul style="list-style-type: none"> • Stakeholder perspectives are considered in policy/regulatory developments and implementation
Border control of firearms is supported by effective monitoring mechanisms	<ul style="list-style-type: none"> • Non-resident declarations 	Firearms Program forms an integral part of the national approach to secure safe homes and safe communities	<ul style="list-style-type: none"> • Greater support role for police and law enforcement organizations to effectively coordinate gun control activities with other gun control measures

Financial Tables

The following table represents anticipated planned spending for the Firearms Program. The planned spending is a representation of all Program Activities for which the RCMP will be accountable such as licensing, registration, Chief Firearms Officers, etc.

Table 1: Departmental Planned Spending and Full Time Equivalents

(\$ millions)	* Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Registration, Licensing and Supporting Infrastructure				
Budgetary	60.2	61.5		
Statutory (employee benefits plan)	3.8	3.8		
Contributions	13.0	13.0		
Sub-total	77.0	78.3		
Policy, Regulatory, Communications and Portfolio Integration				
Budgetary	3.9	3.9		
Statutory (employee benefits plan)	0.4	0.4		
Contributions	1.0	1.0		
Sub-total	5.3	5.3		
Main Estimates (gross)		82.3	83.6	
Less: Respendable revenue	0.0	0.0		
Total Main Estimates		82.3	83.6	
Adjustments:				
Procurement Savings	0.0	0.0		
Supplementary Estimates:	0.0	(10.0)*		
<i>Budget Announcement:</i>	0.0	0.0		
Lapse	(13.8)	0.0		
Total Adjustments		(13.8)	(10.0)	
Total Planned Spending		68.5	73.6	
Less: Non-Respendable revenue	(21.9)	(4.3)**		
Plus: Cost of services received without charge	3.6	4.4		
Total Departmental Spending		50.2	73.7	
Full-time Equivalents		371.0	385.0	

Planned Financial and HR resources for the program are dependent upon passage of Bill C-21 *An Act to amend the Criminal Code and the Firearms Act*. For this reason, planned spending for 2007-2008 and 2008-2009 are not yet determined.

*As stated in Minister's announcement of May 17, 2006, the ME's level for 2006-2007 will be reduced by \$10M to \$73.6M.

**Note: An amnesty for collection of fees from firearm owners who need to renew their licence was announced on May 17, 2006 for a two-year period ending in 2007-2008, resulting in a significant reduction in planned revenues.

Canadian Firearms Program

Table 2: Voted and Statutory Items Listed in Main Estimates

Voted or Statutory Item (\$ thousands)	2006-2007 Estimates	2005-2006 Estimates
20 Operating Expenditures – excluding registration activities and functions	50.8	49.5
25 Operating Expenditures – Registration activities and functions	14.6	14.6
30 Contributions	14.0	14.0
(S) Contributions to employee benefit plans	4.2	4.2
Total Department	83.6*	82.3

*As stated in Minister's announcement of May 17, 2006, the ME's level for 2006-2007 will be reduced by \$10M to \$73.6M.

Table 3: Services Received Without Charge

(\$ millions)	2006-2007
Accommodations provided by Public Works and Government Services Canada (PWGSC)	2.7
Contribution covering employees' share of insurance premiums and expenditures paid by TBS (excluding revolving funds)	1.7
Total 2006-2007 Services received without charge	4.4

Table 4: Sources of Non-Respendable Revenue

Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
Registration, Licensing and Supporting Infrastructure				
Licensing activities				
Individual licences activities	17.3	1.9*	1.9*	21.7
Business licences activities	0.5	0.6	0.1	0.6
Non-Resident Declarations	1.9	1.9	1.9	1.9
Miscellaneous (Authorizations, etc)	0.3	0.4	0.4	0.4
	20.0	4.3	4.3	24.6
Policy, Regulatory, Communications and Portfolio Integration				
Miscellaneous revenue	0.1	0.0	0.0	0.0
Miscellaneous (as per Public Accounts)	1.8	0.0	0.0	0.0
	21.9	4.3	4.3	24.6
Total Non-Respendable Revenue	21.9	4.3	4.3	24.6

***Note:** An amnesty for collection of fees from firearm owners who need to renew their licence was announced on May 17, 2006 for a two-year period ending in 2007-2008, resulting in a significant reduction in planned revenues.

Canadian Firearms Program

Table 5: User Fees

Name of User Fee	Fee Type	Fee Setting Authority	Reason for Fee Introduction or Amendment	Effective Date of Planned Change To Take Effect	Planned Consultation and Review Process
Business Licences	Regulatory	Firearms Fees Regulations	N/A	N/A	See explanation below
Individual Licences	Regulatory	Firearms Fees Regulations	N/A	N/A	See explanation below
Registration Certificates	Regulatory	Firearms Fees Regulations	N/A	N/A	See explanation below
Authorizations	Regulatory	Firearms Fees Regulations	N/A	N/A	See explanation below
Non-resident Permits	Regulatory	Firearms Fees Regulations	N/A	N/A	RCMP will work with CBSA to develop consultation mechanism.

Note: The RCMP is reviewing the consultations approach in light of proposed legislative changes.

Table 6: Major Regulatory Initiatives

Regulations	Expected Results
<p>Following Royal Assent in May 2003 of Bill C-10A (<i>An Act to amend the Firearms Act and Criminal Code</i>), supporting Regulations pertaining to the Bill were tabled in both Houses of Parliament in June 2003. The following have not yet been fully implemented:</p> <ul style="list-style-type: none"> • Gun Show Regulations • Firearms Marking Regulations <p>In addition, there remain elements of Regulations that are not yet in force. These are:</p> <ul style="list-style-type: none"> • Public Agents Firearms Regulations, including reporting of firearms inventories held by police and other public agencies • Importation and Exportation of Firearms Regulations (Individuals) • Importation and Exportation of Firearms Regulations (Businesses) 	<p>Implementation of these remaining regulatory amendments will continue through 2006-2007 and 2007-2008 (see note below).</p> <p>The purpose of the amendments to the <i>Firearms Act</i> is to:</p> <ul style="list-style-type: none"> • Facilitate public compliance with the Firearms Program • Improve administrative efficiency • Reduce costs • Meet international obligations

Note: Postponed to allow the incoming government to review and align the regulations to priorities and commitments of revised gun control measures.

Table 7: Status Report on Major Crown Projects

Over the planning period of this RPP, the RCMP will be responsible for the Canadian Firearms Information System (CFIS II) Major Crown Project. Supplementary Information on this project is available online at:

www.tbs-sct.gc.ca/est-pre/20062007/p3a_e.asp

Canadian Firearms Information System

Description

The Canadian Firearms Information System (CFIS) is a national system designed to support the administration of the *Firearms Act*. The current system was put into production on December 1, 1998, and is the single repository for licence and registration information for the Firearms Program. Since December 1, 1998, approximately two million licences have been issued and seven million firearms have been registered. CFIS links all elements of the Canadian Firearms Program including the Central Processing Site in Miramichi, New Brunswick. The system interfaces with the Canada Firearms Registry On-line (CFRO), the Firearms Reference Table (FRT) and the Canadian Police Information Centre (CPIC).

Project Phase

In February 2005, Treasury Board (TB) provided Effective Project Approval for a redefined and renewed Canadian Firearms Information System (CFIS II). The remaining development and implementation effort for CFIS II, including a four-month operations normalization period, was designated as a Major Crown Project.

In March 2005, a contract amendment was signed between CAFC and the service provider. The contract is a multi-faceted service delivery arrangement that includes two basic components: first, development and implementation of the new CFIS II followed by a 15 year period of system support, maintenance and enhancement capabilities; and secondly, the delivery and support of IT Utilities including servers, telecommunications link, desktops, a high availability/reliability network, connections to CPIC and other systems, and helpdesk services over the 15 year operating period. Delivery of the CFIS II solution was scheduled for December 2005.

Leading and Participating Departments and Agencies

Lead Department:	Canada Firearms Centre
Contracting Authority:	Public Works and Government Services Canada
Participating Departments and Agencies:	Royal Canadian Mounted Police Canada Border Services Agency Department of International Trade

Prime and Major Sub-Contractors

Prime Contractor:	CGI Information Systems and Management Consultants Inc.
Major Sub-Contractors:	Bell; NexInnovations; Aliant; HP

Major Milestones

Major Milestones	Date
Effective Project Approval for a redefined Canadian Firearms Information System Redesign granted by Treasury Board	February 5, 2005
Contract amendment signed with the service provider	March, 2005
Phased deployment of IT infrastructure	Started December 2005
Certification and implementation of CFIS II	Halted

Canadian Firearms Program

Progress Report and Explanations of Variances

In August 2005, the service provider notified CAFC that they were unable to meet the implementation date of December 2005. A revised delivery date for the spring of 2006 was proposed along with a phased implementation approach to minimize the risks associated with bringing all of the contracted deliverables in at once. This phase implementation began in December 2005 with the deployment of the new network and desktop equipment.

In January 2006, an application and readiness for acceptance testing was performed on CFIS II by CAFC. It was determined following the test that the application was not ready for acceptance or deployment. PWGSC and the service provider are currently in discussions to determine the next steps.

Industrial Benefits

Not applicable

Table 8: Details on Transfer Payments Programs

(\$ millions)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Registration, Licensing and Supporting Infrastructure				
Contributions				
Contributions to provinces/territories	12.6	13.0		
Policy, Regulatory, Communications and Portfolio Integration				
Contributions to Aboriginal and other communities and/or organizations (not-for-profit)	0.3	1.0		
Total Contributions	12.9	14.0		

Planned Financial and HR resources for the program are dependent upon passage of Bill C-21 *An Act to amend the Criminal Code and the Firearms Act*. For this reason, planned spending for 2007-2008 and 2008-2009 are not yet determined.

Table 9: Alternative Service Delivery

Treasury Board Ministers approved the continuation by the Canada Firearms Centre of the Central Processing Site (CPS) operations in Miramichi, New Brunswick, to allow a period of normalized program operations following the implementation of the CFIS II System. The decision to outsource the business operations of the CPS as an Alternative Service Delivery (ASD) will be reconsidered in the 2008-2009 fiscal year.

Name of ASD Initiative	Current Status	Projected Implementation Date	Contact
Canada Firearms Centre – operation of the Central Processing Site (CPS) in Miramichi, New Brunswick	Decision to outsource the business operations at CPS has been deferred to 2008-2009 to allow for a period of normalized operations following implementation of CFIS II.	To be determined following assessment of options.	

Information concerning the status of the Alternative Service Delivery (ASD) initiative can be found online at: www.tbs-sct.gc.ca/est-pre/20062007/p3a_e.asp.

Table 10: Internal Audits and Evaluations

Planned evaluations for 2006-2007 are as follows:

Internal Audits and Evaluations
<p>At this time the following two evaluations are planned.</p> <ol style="list-style-type: none"> <li data-bbox="170 1188 1354 1251">1. A Formative Evaluation of the Firearms Funding Program for "Opt-In" Provinces and/or Territories is planned for 2006-2007. <li data-bbox="170 1304 1378 1367">2. A summative evaluation of the Aboriginal and Other Communities and Organizations Funds Program is planned for 2008-2009.

Table 11: Horizontal Initiatives

Over the planning period of this RPP, the RCMP will be involved in the following horizontal initiative as the lead partner:

- Canadian Firearms Program

Further information on Horizontal Initiatives can be found at:

www.tbs-sct.gc.ca/est-pre-estime.asp

Canadian Firearms Program

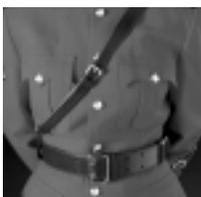
Table 12: Canadian Firearms Program: Federal Government Costs and Anticipated Planned Spending Requirements

Organization (\$ millions)	Past Expenditures (1995-1996 to 2004-2005)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Direct Costs:					
Canada Firearms Centre	611.2	52.2	58.6		
Other Federal Government Departments (costs reimbursed by CAFC):					
Canada Border Services Agency	18.9	1.7	1.7		
Royal Canadian Mounted Police	114.4	2.8	0.7		
Department of Justice	1.0	0.2	1.0		
Public Works and Government Services Canada	1.6	0.1	0.1		
Human Resources Development Canada	32.7	0.0	0.0		
Transfer payments to Provinces	179.7	11.2	11.2		
Contribution payments to Aboriginal Communities, Other Communities	1.5	0.3	0.3		
Total Direct Costs:	961.0	68.5	73.6		
Costs not reimbursed by Canada Firearms Centre:					
Public Safety & Emergency Preparedness Canada	0.9	0.3	0.3	0.3	0.3
Royal Canadian Mounted Police	4.3	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police – NWEST	8.5	0.0	0.0	0.0	0.0
Canada Border Services Agency	7.4	0.0	0.0	0.0	0.0
Correctional Service Canada	28.1	8.1	8.1	8.1	8.1
National Parole Board	4.2	0.9	0.9	0.9	0.9
Department of Justice	10.6	0.0	0.0	0.0	0.0
International Trade Canada	0.4	0.0	0.0	0.0	0.0
Public Works & Government Services Canada	12.3	1.9	2.7	2.7	2.7
Other	7.4	1.8	1.7	1.7	1.7
Total Indirect Costs:	84.1	13.5	13.7	13.7	13.7
Total Program Costs	1,045.1	82.0	87.3		
<i>Net Revenues (1)</i>	(98.7)	(21.9)	(4.3)	(4.3)	(24.6)
Net Program Costs	946.4	60.1	83.0		

Planned Financial and HR resources for the program are dependent upon passage of Bill C-21 *An Act to amend the Criminal Code and the Firearms Act*. For this reason, planned spending for 2007-2008 and 2008-2009 are not yet determined.

1. Revenues are credited to the Consolidated Revenue Fund and are not available as offsets to expenditures.

Note: Please refer to Table on Horizontal Initiatives for explanations of expected results, planned spending and indirect costs not reimbursed by CAFC reported by the Centre's federal partners to substantiate estimated planned spending requirements related to the delivery of their portion of the Firearms Program. Expenditures are rounded to the nearest one hundred thousand, e.g. \$75,000 is rounded up to \$0.1 million, and \$45,000 is rounded down to \$0.0 million.



SECTION VI: APPENDIX

Additional Information on RPP

For more detail on program plans and priorities, please go to our website at:

www.rcmp-grc.gc.ca

For publications referred to in this report, please contact National Communications Services at telephone: (613) 993-1088, or by facsimile: (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by e-mail: www.rcmp-grc.gc.ca/contact/index_e.htm or www.rcmp-grc.gc.ca/contact/index-f.htm.

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Acronyms

A

ACIIS Automated Criminal Intelligence Information System
ACUPIES .. Automated Canadian/US Police Information Exchange System
ADM Assistant Deputy Minister
AFIS Automated Fingerprint Identification System
AMBER America's Missing Broadcast Emergency Response
APO Air Protection Officers
APT Aboriginal Perceptions Training
ARLU Annual Reference Level Update
ASD Alternate/Alternative Service Delivery
ASSC Administrative Shared Systems Committee
ATIP Access to Information and Privacy

B

BC British Columbia
BI Business Intelligence
BSC Balanced Scorecard

C

CACP Canadian Association of Chiefs of Police
CACPP Canadian Air Carrier Protective Program
CACVM Commissioner's Advisory Committee on Visible Minorities
CAFC Canadian Firearms Centre
CANICE Canadian Internet Child Exploitation
CATSA Canadian Air Transport Security Authority
CBP/BP Customs Border Protection/Border Patrol (US)
CBRN Chemical, Biological, Radiological and Nuclear Response
CBSA Canada Border Security Agency
CCAPS Community, Contract and Aboriginal Policing Services
CCG Canadian Coast Guard
CEP Criminal Extremist Priority
CETS Child Exploitation Tracking System
CFIS Canadian Firearms Information System
CFO Chief Firearms Officers
CFP Canadian Firearms Program
CFR Canadian Firearms Registry
CFRO Canada Firearms Registry On-line
CFSEU Combined Force Special Enforcement Unit
CIA Central Intelligence Agency (US)
CIBIN Canadian Integrated Ballistics Identification Network
CIC Citizenship and Immigration Canada
CICAD Inter-American Drug Abuse Control Commission
CICTE Inter-American Committee Against Terrorism
CID Criminal Intelligence Directorate
CIDA Canadian International Development Agency
CIDEC Canadian Image Databank for Exploited Children
CIO Chief Information Officer
CISC Criminal Intelligence Service Canada
CIVPOL Civilian Police
CM&C Corporate Management and Comptrollership
CNAAC Commissioner's National Aboriginal Advisory Committee

Acronyms

CPA Canadian Police Arrangement
CPC Canadian Police College
CPDTF Commonwealth Police Development Task Force
CPIC Canadian Police Information Centre
CPIC-R Canadian Police Information Centre Renewal
CPTSD Crime Prevention Through Social Development
CPS Central Processing Site
CPSIN Canada Public Safety Information Network
CRA Canada Revenue Agency
CRF Consolidated Revenue Fund
CRTI CBRN Research and Technology Initiative
CSC Correctional Service of Canada
CSE Communications Security Establishment
CSIP Continuous Service Improvement Plan
CSIS Canadian Security Intelligence Service
CTA Community Tripartite Agreement

D

DARE Drug Abuse Resistance Education
DEA Drug Enforcement Administration (US)
DFAIT Department of Foreign Affairs and International Trade
DFO Department of Fisheries and Oceans
DIAND Department of Indian Affairs and Northern Development
DND Department of National Defence
DOJ Department of Justice
DPR Departmental Performance Report
DSB Departmental Security Branch

E

EASF Electronic Automated Search Facility
EBP Employee Benefits Plan
EE Employment Equity
EI Employment Insurance
EIRDA Export and Import of Rough Diamonds Act
EPA Expected Project Approval
ERT Emergency Response Team
ESC Electronic Supply Chain
ESR Employment Systems Review
EU European Union

F

FAA Financial Administration Act
FAC Foreign Affairs Canada
FAMD Forensic Accounting Management Directorate

FBI Federal Bureau of Investigation
FINTRAC.. Financial Transaction and Reports Analysis Centre of Canada
FIO Federal and International Operations
FLS Forensic Laboratory Services
FNPP First Nations Policing Program
FPS Federal Policing Services
FRT Firearms Reference Table
FTE Full-time Equivalent

G

GDP Gross Domestic Product
GNWT Government of the Northwest Territories
GoL Government-on-Line

H

HNP Haitian National Police
HR Human Resources
HRSDC Human Resources and Skills Development Canada

I

IACP International Association of Chiefs of Police
IAFIS Integrated Automated Fingerprint Identification System
IBET Integrated Border Enforcement Team
IBIS Integrated Ballistics Identification System
ICE Immigration and Customs Enforcement (US)
ICET Integrated Counterfeit Enforcement Teams
ICITAP International Criminal Intelligence Training Assistance Program
IIET Integrated Immigration Enforcement Team
IJI Integrated Justice Initiative
I&IS Information and Identification Services
IJMT Integrated Joint Management Team
IMET Integrated Market Enforcement Team
IM/IT Information Management/Information Technology
IMSWG Interdepartmental Marine Security Working Group
INAC Indian and Northern Affairs Canada
INSET Integrated National Security Enforcement Team
INTERPOL . International Criminal Police Organization
IOS Integrated Operations/Operational Support

IPB International Peacekeeping Branch
 IPM Integrated Pest Management
 IPOC Integrated Proceeds of Crime
 IPPs Internationally-protected Persons
 IPT Inuit Perceptions Training
 IQT Integrated Query Tool
 IRM Integrated Risk Management
 IRPA Immigration and Refugee Protection Act
 ISADE International Symposium on the Analysis
 and Detection of Explosives
 IT Information Technology
 ITC Industry and Trade Canada
 ITIL Information Technology Infrastructure
 Library
 ITS International Travel Section
 ITSM Information technology Service
 Management
 ITVB International Travel and Visits Branch
 IVPS International Visits and Protocol Section
 IWETS Interpol Weapons Electronic Tracing
 System

L

LO Liaison Officer
 LTVP Long-Term Vision and Plan

M

M Millions
 MAF Management Accountability Framework
 MAFCS Management Advisory Forum on
 Corporate Services
 MC Memorandum to Cabinet
 MoA Memorandum of Agreement
 MoU Memorandum of Understanding
 MR Management Review
 MRRS Management Resources and Results
 Structure

N

N/A Not Applicable
 NAI North American Initiative
 NAPS National Aboriginal Policing Services
 NCECC National Child Exploitation Coordination
 Centre
 NCJI National Criminal Justice Index
 NCAOP National Capital Accommodation and
 Operations Plan
 NCPC National Crime Prevention Centre
 NDDB National DNA Data Bank
 NGO Non-government Organization
 NIBIN National Integrated Ballistics
 Identification Network

N-III National Inter-agency Integrated
 Information System
 NIST National Institute of Standards and
 Technology
 NOC National Operations Centre
 NPETs National Ports Enforcement Teams
 NPS National Police Services
 NPSWG New Partnership Security Working
 Group
 NSOR National Sex Offender Registry
 NSP National Security Policy
 NWEST National Weapons Enforcement Support
 Team

O

OAG Office of the Auditor General
 OAS Organization of American States
 OC Organized Crime
 OCIPEP Office of Critical Infrastructure
 Protection and Emergency Preparedness
 OMB Operations Management Board
 OPP Ontario Provincial Police
 OSCE Organization for Security and
 Cooperation in Europe

P

PAA Program Activity Architecture
 PCO Privy Council Office
 PD Police Department
 PIA Privacy Impact Assessment
 PIP Police Information Portal
 PIRS Police Information Retrieval System
 PMO Prime Minister's Office
 PoC Proceeds of Crime
 PPA Preliminary Project Approval
 PPS Protective Policing Services
 PRAS Planning, Reporting and Accountability
 Structure
 PROOF Priority Rating of Operational Files
 PROS Police Reporting Occurrence System
 PSAB Procurement Strategy for Aboriginal
 Business
 PSAT Public Security and Anti-terrorism
 PSEA Public Service Employment Act
 PSEPC Public Safety and Emergency
 Preparedness Canada
 PSMA Public Service Modernization Act
 PSTP Public Security Technical Program
 PWGSC Public Works Government Services
 Canada

Acronyms

Q

QA Quality Assurance

R

RBM Results-based Management
RCMP Royal Canadian Mounted Police
R&D Research and Development
RECOL Reporting Economic Crime Online
RM Regular Member
RPP Report on Plans and Priorities
RTID Real Time Identification

S

SAP Software Application Product
SCONSAD Senate Committee on National
Security and Defence
SD Strategic Direction
SDS Sustainable Development Strategy
SEC Senior Executive Committee
SGC Solicitor General of Canada
SII Service Improvement Initiative
SIN Social Insurance Number
SMT Senior Management Team
SOA Security Offences Act
SOIRA Sex Offender Information
Registration Act
SOG Standard Operating Guidelines
SPMD Seized Property Management
Directorate
SPP Security and Prosperity Partnership
SPPB Strategic Policy and Planning Branch

T

TB Treasury Board
TBS Treasury Board of Canada
Secretariat
TC Transport Canada
TEAM Total Expenditure Asset
Management
Tech Ops Technical Operations
TIP Trafficking in Persons/People
TO Technical Operations
TRA Threat and Risk Assessment
TVTS Travel and Visits Tracking System

U

UK United Kingdom
UN United Nations
UNAMSIL United Nations Mission to Sierre
Leone
UNCIVPOL United Nations Civilian Police
UNOCI United Nations Operations in Cote
d'Ivoire
UNODC United Nations Office of Drug
Control
USINS US Immigration and Naturalization
Service

V

VANOC Vancouver Olympic Planning
Committee
VGT Virtual Global Taskforce

W

WMD Weapons of Mass Destruction

Y

YCJA Youth Criminal Justice Act