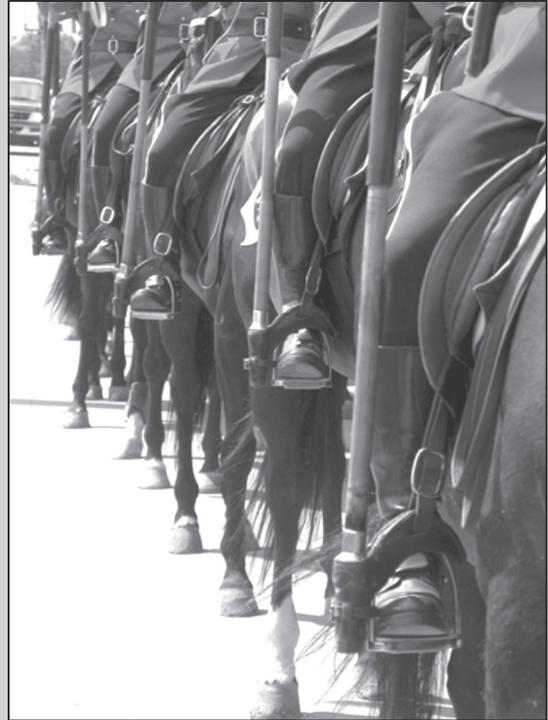




Royal Canadian Mounted Police Gendarmerie royale du Canada



Royal Canadian Mounted Police Report on Plans and Priorities 2011-12

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

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MINISTER'S MESSAGE



As Canada's Minister of Public Safety, I am pleased to present to Parliament the Royal Canadian Mounted Police's *Report on Plans and Priorities* for the 2011-2012 fiscal year.

Charged with a multi-faceted mandate, the RCMP tackles crime at municipal, provincial/territorial, federal and international levels, provides integrated approaches to safety and security, and ensures a federal presence from coast to coast to coast. The RCMP is, without question, a critical element of the Government of Canada's commitment to ensure a safe and secure Canada.

The Government of Canada's law enforcement and national security priorities include protecting the health and safety of Canadians and their families. The Government has committed to focus on the further protection of children, women and victims of white-collar crime. The RCMP's strategic priorities for 2011-2012 – serious and organized crime, national security, economic integrity, healthy Aboriginal communities, and youth – are aligned with these goals. The RCMP has also established management priorities in support of delivering quality service and ensuring operational effectiveness. The RCMP's management priorities are to achieve a high level of public trust and confidence in the RCMP, to provide world-class police services and to tailor police services to meet identified needs. To this end, the Government fully supports the RCMP in delivering on its mandate and strategic priorities.

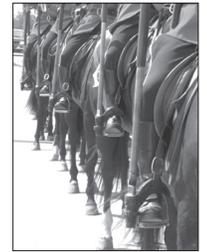
In August 2010, the RCMP completed a renewal of its Program Activity Architecture and Performance Measurement Framework. The new version will take effect in the coming year and will be reported on in Estimates and Public Accounts. The Government believes that the new RCMP format better reflects the organization's linkages to overall public safety outcomes and better represents the types of programs and services the RCMP provides.

The 2011-2012 fiscal year will continue to bring about positive change and new challenges for the RCMP. As the organization remains focussed on and committed to its Vision for Change to be an "*adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership, and providing world-class police services*", it will carry on with the implementation of change initiatives to build on the considerable accomplishments it has achieved to date. The Government is committed to supporting and enabling the RCMP to evolve into a more modern, stronger, more effective organization to meet the complex policing demands of the 21st century.

In closing, I wish to thank all the men and women in uniform and all employees of the RCMP for their ongoing commitment and dedication to safeguarding Canada and Canadians.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

SECTION I: DEPARTMENTAL OVERVIEW



Raison d'être and Responsibilities

The RCMP's mandate, as outlined in section 18 of the *Royal Canadian Mounted Police Act*, is multi-faceted and wide-ranging. It includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; providing protective security to the Governor General, the Prime Minister and other Canadian and foreign officials and foreign missions; securing major events such as the 2010 Olympic and Paralympic Winter Games; and providing vital policing support services to other police and law enforcement agencies within Canada and abroad.

As Canada's national police service, the RCMP is a critical element of the Government of Canada's commitment to providing for the safety and security of Canadians. By tackling crime at the municipal, provincial/territorial, federal and international levels, the RCMP provides integrated approaches to safety and security, and a consistent federal presence from coast to coast to coast. The RCMP enforces federal laws across the country, as well as provincial laws in all provinces except Ontario and Quebec and territorial laws in Nunavut, Yukon and the Northwest Territories. The Force also provides local police services under contract in approximately 180 municipalities.

Originating as the North West Mounted Police in 1873, the Force became the RCMP in 1919 when it merged with the Dominion Police. Building on its enduring legacy, the RCMP has grown to an organization of more than 30,000 employees, delivering leading-edge policing across Canada and around the world.

The RCMP is a complex policing service, charged with a multi-level mandate. The RCMP must respond to the scope, nature and impact of crime and adapt to a rapidly changing law enforcement environment. Meeting the challenges of this operating environment requires responsive and adaptable governance and management strategies. The RCMP is committed to being a progressive organization that promotes safe communities and demonstrates leadership in the pursuit of excellence. Employees of the RCMP are committed to unbiased and respectful treatment of all people; accountability; mutual problem solving; cultural sensitivity; enhancement of public safety; partnerships and consultation; open and honest communication; effective and efficient use of resources; and quality and timely service.

RCMP employees' dedication to service, crime prevention, protection, law enforcement and intelligence is the underlying foundation of the Force's work.

- **Service:** the RCMP provides policing services to communities and delivers vital support to other law enforcement agencies within Canada and abroad.
- **Crime Prevention:** the RCMP contributes to the prevention of crime and the solving of community problems by working with communities and applying various crime prevention practices.
- **Protection:** the RCMP helps keep Canadians and their communities safe and secure and provides protective services to select individuals requiring security.
- **Law Enforcement:** the RCMP enforces laws through arrests, prosecutions and alternative measures.
- **Intelligence:** the RCMP analyzes and develops intelligence to serve as the basis for operational and administrative decision-making processes.

For more information on these and the program activities, priorities and strategies that enable the organization to deliver on its commitments, please refer to the RCMP Strategic Framework ¹.

¹ The RCMP Strategic Framework guides the work of employees to achieve the organization's strategic goal. Successful execution of all elements found within the framework helps to ensure that the organization is collectively and directly contributing to its strategic goal of a safe and secure Canada. More information can be found on the RCMP website at: <http://www.rcmp-grc.gc.ca/about-ausujet/strat-eng.htm>

Section I: Departmental Overview

Strategic Outcomes and Program Activity Architecture (PAA)

The RCMP's primary contribution is to the Social Affairs spending area, under the government-wide outcome of a safe and secure Canada. The organization's activities help to provide a safe and just society and to protect Canada's national security interests.

RCMP PROGRAM ACTIVITY ARCHITECTURE		
RCMP Strategic Outcomes	Program Activities	Program Sub-Activities
1. Criminal activity affecting Canadians is reduced	1.1 Police Operations	1.1.1 Policing Services Under Contract 1.1.2 Federal Policing 1.1.3 Technical Services and Operational Support
	1.2 Canadian Law Enforcement Services	1.2.1 Scientific, Technical and Investigative Support 1.2.2 Canadian Firearms Program 1.2.3 Advanced Police Training
2. Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	2.1. International Operations	2.1.1 International Stability and Development 2.1.2 International Cooperation
	2.2. Canadian Police Culture and Heritage	2.2.1 Musical Ride 2.2.2 Partnerships and Heritage
3. Incomes are secure for RCMP members and their survivors affected by disability or death	3.1. Statutory Payments	3.1.1 Compensation to Members Injured on Duty 3.1.2 Survivor Income Plan 3.1.3 <i>RCMP Pension Continuation Act</i> Payments
	4.1 Internal Services	4.1.1 Governance and Management Support 4.1.2 Resource Management Services 4.1.3 Asset Management Services

PAA Crosswalk

As noted in the RCMP's 2009-2010 Departmental Performance Report, the RCMP undertook a complete renewal of its Program Activity Architecture (PAA) and Performance Measurement Framework (PMF). The revamped PAA and PMF were approved by the President of the Treasury Board in August 2010, to take effect for

fiscal year 2011-2012 for reporting in Estimates and Public Accounts. The new PAA better reflects the organization's linkages to overall government outcomes and better represents an inventory of the types of programs and services delivered by the RCMP².

Planning Summary

Financial Resources (\$ millions)

2011-2012	2012-2013	2013-2014
3,026.0	2,794.1	2,746.5

Human Resources (Full-time Equivalent – FTE)

2011-2012	2012-2013	2013-2014
30,525	28,746	28,734

² A detailed crosswalk mapping items from the old PAA to the new PAA is available on the RCMP website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>



Strategic Outcome: Criminal activity affecting Canadians is reduced					
Performance Indicators					Targets
<ul style="list-style-type: none"> Percentage of Canadians who are satisfied with the RCMP's contribution to a safe and secure Canada 					85%
<ul style="list-style-type: none"> Weighted crime severity index (in RCMP jurisdictions) 					105 ³
Program Activity (\$ millions)	Forecast Spending 2010-2011	Planned Spending			Alignment to Government of Canada Outcomes
		2011-2012	2012-2013	2013-2014	
Police Operations	2,032.3 ⁴	1,737.2	1,581.2 ⁵	1,568.5	A safe and secure Canada
Canadian Law Enforcement Services	274.1	270.3	262.5	262.5	A safe and secure Canada
Total Planned Spending		2,007.5	1,843.7	1,831.0	

Strategic Outcome: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally					
Performance Indicators					Targets
<ul style="list-style-type: none"> Percentage of respondents who agree that the RCMP provides effective support of international operations 					Policing partners ⁶ : 74% Other stakeholders ⁶ : 85%
<ul style="list-style-type: none"> Percentage of respondents worldwide who can correctly identify a uniformed member in Red Serge and a horse and rider from the Musical Ride as originating from Canada 					Red Serge: 63% Musical Ride: 55%
Program Activity (\$ millions)	Forecast Spending 2010-2011	Planned Spending			Alignment to Government of Canada Outcomes
		2011-2012	2012-2013	2013-2014	
International Operations ⁷	78.0	58.8	58.8	58.8	A secure world through international cooperation
Canadian Police Culture and Heritage	11.3	11.3	11.3	11.3	A vibrant Canadian culture and heritage
Total Planned Spending		70.1	70.1	70.1	

Program Activity (\$ millions)	Forecast Spending 2010-2011	Planned Spending			Alignment to Government of Canada Outcomes
		2011-2012	2012-2013	2013-2014	
Statutory Payments ⁸	118.3	121.1	129.3	138.3	Income security and employment for Canadians
Total Planned Spending		121.1	129.3	138.3	

³ The target for crime severity is to have a decrease of five points per year. For more information about the crime severity index, please visit Statistics Canada's website at: <http://www.statcan.gc.ca/bsolc/olc-cel/olc-cel?catno=85-004-X&lang=eng>

⁴ The 2010-2011 Forecast Spending was impacted due to the increased operational requirements related to the 2010 Olympics and G8 and G20 Summits. These two major events represent approximately 8% of total expenditures for 2010-2011.

⁵ The decrease in Planned Spending from 2011-2012 to 2012-2013 is related to the funding that will sunset in 2011-2012 for the provision of policing services under the Provincial Police Services Agreements.

⁶ "Policing partners" are chiefs of police and other specified representatives of police agencies. "Other stakeholders" refers to government departments at all levels, private sector and non-government organizations specified as having a relevant relationship with the RCMP.

⁷ The increase in funding for 2010-2011 is related to Canada's response to the earthquake in Haiti.

⁸ The increase in funding is to meet the projected costs of the grant to compensate members for injuries received in the performance of their duties.

Section I: Departmental Overview

Internal Services Program Activity				
Program Activity (\$ millions)	Forecast Spending 2010-2011	Planned Spending		
		2011-2012	2012-2013	2013-2014
Internal Services	824.8	827.3	751.0 ⁹	707.1 ¹⁰
Total Planned Spending		827.3	751.0	707.1

Contribution of Priorities to Strategic Outcomes

The five strategic priorities of the RCMP are selected based on scanning and analysis of the external environment, crime trends and the national threat assessment. Identifying these issues as priorities across the entire organization allows employees in Divisions and programs to focus operations in a more strategic manner in order to enhance public safety. Each strategic priority has outcomes and objectives which are developed and evaluated by a working group led by a Deputy Commissioner. The detailed plans and performance indicators for each strategic priority are articulated to employees and external partners on a balanced scorecard. Detailed information on the five strategic priorities of the RCMP is available on the RCMP website ¹¹.

For 2011-2012, the strategic priorities of the RCMP are:

- serious and organized crime
- national security
- economic integrity
- healthy Aboriginal communities
- youth

Key performance indicators for the strategic priorities are available on the RCMP website ¹².

Strategic Priorities	Type	Links to Strategic Outcomes	Description
Serious and Organized Crime	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	Through enforcement, awareness and education, the RCMP will reduce the detrimental effects of criminal activities which have a significant impact on the social and economic well-being of Canadians and the communities in which they live. The RCMP will reduce the impact of organized crime through awareness and education, and expanded collection and sharing of criminal intelligence and information. RCMP enforcement efforts will be focussed towards ensuring successful prosecutions of those who are involved in serious and organized crime. The Force will work with international partners to ensure a global approach to combating organized crime, and to prevent crime from flourishing in distressed areas and affecting Canada.

⁹ The decrease in Planned Spending from 2011-2012 to 2012-2013 is related to the funding that will sunset in 2011-2012 for the provision of policing services under the Provincial Police Services Agreements.

¹⁰ The decrease in Planned Spending from 2012-2013 to 2013-2014 is related to the transfer of funding to the Department of Public Works and Government Services for the creation of new office and special purpose space as well as all fit-up costs for the Pacific Region Headquarters.

¹¹ More information on the RCMP strategic priorities is available on the RCMP website at: <http://www.rcmp-grc.gc.ca/prior/index-eng.htm>

¹² A supplementary table containing key performance indicators for the strategic priorities is available on the RCMP website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>



Strategic Priorities	Type	Links to Strategic Outcomes	Description
National Security	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	National security remains a top priority for Canadians; the safety of the public and protection of government infrastructure has a significant effect on the well-being of our citizens as well as the Canadian economy. The continuing integrity of Canada's basic national security should not be taken as absence of a threat. Anything that negatively impacts the fabric of Canadian society could be considered a threat to national security. The RCMP will effectively respond to threats to Canada's security by detecting, preventing, disrupting and investigating national security criminality ¹³ . Through effective enforcement, the RCMP will contribute to successful prosecutions.
Economic Integrity	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	A safe and secure Canadian economy provides confidence to consumers and investors in conducting business and investing in Canada. Canadians need to be assured that their savings, credit, identities, and intellectual property are safe from criminals. The RCMP will focus on enforcement and successful prosecutions, as well as preventing, detecting and deterring criminal activity that affects the Canadian economy; building awareness of crimes that affect the economy; and educating Canadians on how to protect themselves from becoming victims of economic crime.
Healthy Aboriginal Communities	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	The RCMP has a long and productive history of service to First Nations, Inuit and Métis communities across Canada, and has worked to build relationships with more than 630 Aboriginal communities. The RCMP will continue to provide a culturally competent police service by recruiting, developing and retaining employees with the skills and knowledge to recognize and respect Aboriginal values and traditions. The RCMP will respond to community needs through a balanced approach of prevention and enforcement activities determined through research, intelligence and risk assessment, aimed at reducing criminal involvement and victimization.
Youth	Ongoing	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	In its efforts to contribute to community capacity to reduce youth victimization and involvement in crime, the RCMP will employ and promote collaborative techniques and practices to prevent and address crime, for both victims and offenders. The RCMP will invest in the long-term wellness of children, youth and families by focusing on early intervention strategies, root or underlying causes of crime or victimization, and responding to the needs of young persons, especially those in situations of risk.

¹³ National security criminality means any criminality within Canada, at our borders or abroad, that constitutes:

- 1) activity in support of the threat of serious violence to achieve political, religious or ideological goals; espionage or sabotage; foreign-influenced activity; or any activity aimed at overthrowing, by violence, Canadian democracy; and
- 2) terrorist activity as defined in section 83.01 of the *Criminal Code*.

Section I: Departmental Overview

In addition to the strategic priorities which help to focus operations, the RCMP has three management priorities that are important to the continuous improvement of RCMP service delivery and organizational effectiveness. Key performance indicators for the management priorities are available on the RCMP website ¹⁴.

Management Priorities	Type	Links to Strategic Outcomes	Description
Achieve a high level of trust and confidence in the RCMP	Previously committed to	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	Trust means having faith and confidence in the reliability and strength of leadership throughout the organization, and in the RCMP's ability to provide the highest quality of service delivered in an effective, competent and consistent manner. The RCMP will build trust and confidence in the organization and in the reliability and strength of leadership throughout the RCMP.
Provide world-class police services	Previously committed to	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	The RCMP will strive to deliver a world-class police service by matching performance with reasonable expectations, modelling systems of open communications and accountability, and establishing constructive and collaborative relationships with partner agencies and stakeholder groups. The RCMP will place emphasis on providing good service and ensuring that survey respondents ¹⁵ are satisfied with the RCMP's contribution to a safe and secure Canada.
Tailor police services to meet identified needs	New	SO1: Criminal activity affecting Canadians is reduced SO2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	The RCMP will place emphasis on identifying and understanding policing needs and tailoring its services to meet those needs. RCMP personnel will be responsive to the needs of the communities where they provide policing services. The RCMP will ensure that annual performance plans at the unit and detachment levels include, where appropriate, linkages to the five strategic priorities.

¹⁴ A supplementary table containing key performance indicators for the management priorities is available on the RCMP website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>

¹⁵ Core survey respondent groups include: Canadians (the Canadian public), contract clients (Mayors, Attorneys General, Aboriginal leaders), police partners (Chiefs of Police and other law enforcement agencies), and other stakeholders (other government departments and public and private sector agencies).



Risk Analysis

The RCMP's Environmental Scan serves to detect key trends and issues in the external operating environment through a synthesis of relevant national and global macro-level information. The Environmental Scan provides a launching pad for strategic planning and a context for decision-making at all levels of the organization.

Recent scans have identified a number of key trends, including globalization, advances in information and communications technology, open and accessible international travel and integrated global financial systems, all of which have also been exploited for criminal gain. The increasingly transnational nature of crime poses significant challenges to law enforcement organizations. Global criminal investigations are complex, resource-, information- and intelligence-intensive, long in duration and multi-jurisdictional in nature. The traditional approach of law enforcement agencies, which tends to operate within precisely defined jurisdictional boundaries and legislative environments, is challenged by the fluid and diffuse nature of contemporary criminal activity.

In addition to this evolving threat environment, the RCMP is facing a period of intense resource pressure, as the effects of the economic downturn have caused the Government of Canada to closely review spending and resource allocations. The RCMP also must be aware of other key factors in the operating environment including threats to Canada's national security from criminal and other sources such as natural disasters, climate change and pandemics.

A Corporate Risk Profile helps to establish a direction for managing corporate risks. It is influenced by and linked to the organization's operating environment and state of readiness. When developing the RCMP Corporate Risk Profile, risk information from both the corporate and operational levels was analyzed to understand the key characteristics and broad range of internal and external risks facing the organization. The Corporate Risk Profile plays a significant role in the RCMP's strategic planning process.

The RCMP Corporate Risk Profile takes into account the organization's entire operating environment. Externally, information is gleaned from the RCMP Environmental Scan, client and employee surveys, legislative requirements, various inquiries and reports, Reports from the Office of the Auditor General of Canada and feedback from the Horizontal Audits performed by the Office of the Comptroller General of Canada. Internally, consideration is given to information emanating from the Strategic Priority Working Groups, Communications Services, as well as risk information identified by Divisions through the business planning process and interviews with Senior Management.

Assessment and ranking of key risk information from the business plans was based on the Force's corporate objectives and its capacity to manage risk and its risk tolerance. The risk assessment exercise identified 118 risks which were grouped into 15 risk trends:

- economic/demographic disparity
- supporting major events
- information sharing
- legislated and regulatory
- sustainable funding
- unique community issues
- balancing expectations
- loss of corporate knowledge and experience
- governance and leadership
- alignment of planning activities
- learning and development
- managing partnerships
- recruiting, retention and succession planning
- technology and systems
- building infrastructure

These risks were then plotted onto the corporate risk map based on likelihood and impact¹⁶. The Corporate Risk Profile is dynamic as it is based on the RCMP's evolving operating environment.

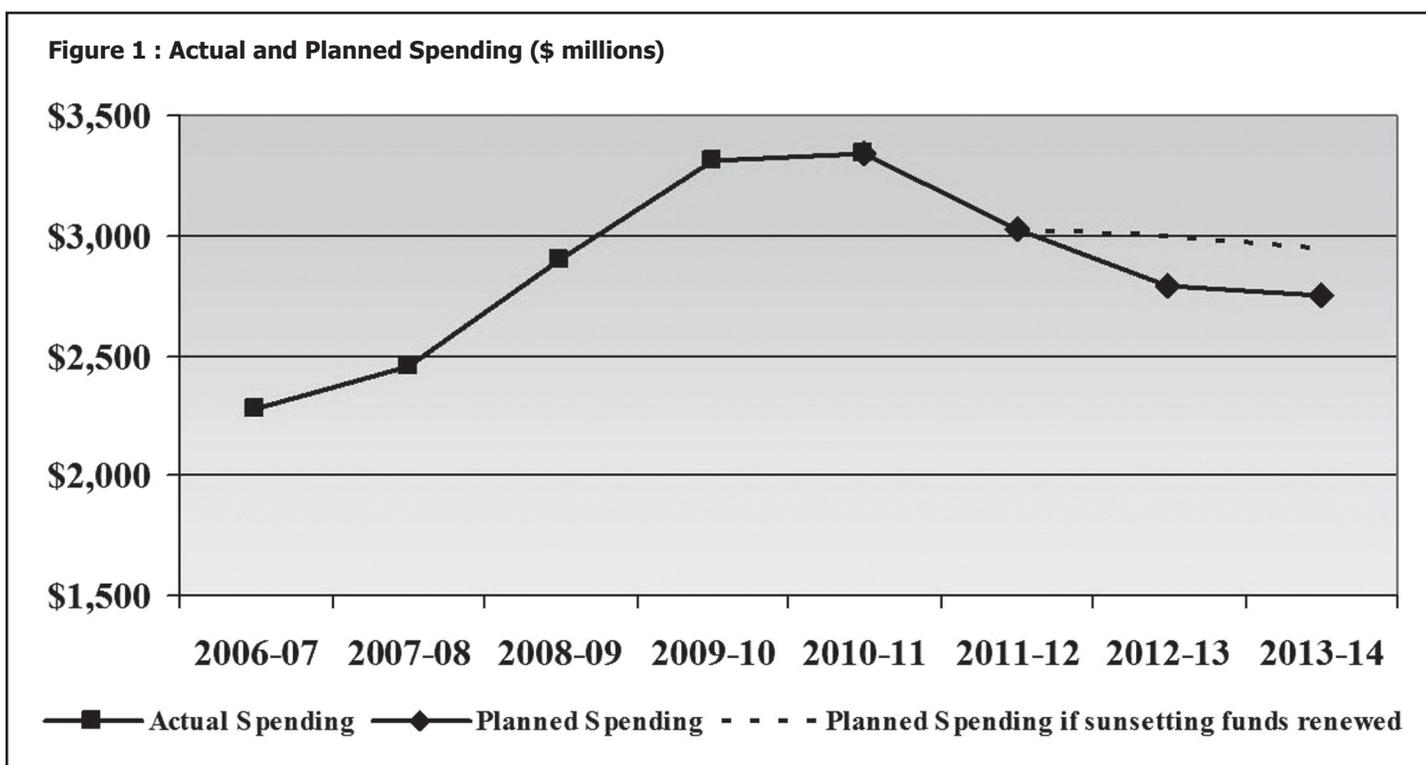
Key corporate risks are validated by the Senior Executive Committee and the Corporate Risk Profile is linked in a meaningful way to corporate priority setting and resource allocation exercises.

¹⁶ The corporate risk map for the RCMP can be found on the RCMP website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>

Expenditure Profile

The Royal Canadian Mounted Police is seeking federal appropriations of \$2,883 million in its 2011-2012 Main Estimates. This represents a \$69 million increase, or 2.5%, from the federal appropriations requested in last year's Main Estimates. This increase is driven primarily by an increase to meet incremental resource requirements of the RCMP's contract policing partners in provinces, territories, municipalities and First Nations communities, as well as increased costs of disability payments to members injured on duty and employee benefit programs.

As depicted in Figure 1 below, RCMP expenditures during the past two fiscal years have been significantly impacted by the 2010 Olympics as well as the G8 and G20 Summits. These two events combined account for approximately 15% of 2009-2010 expenditures and 8% of 2010-2011 expenditures. The significant difference between the planned spending figures, and planned spending figures if sunseting funds are renewed, relates to funding that will sunset in 2011-2012 for the provision of policing services to the RCMP's contract policing partners under the Provincial Police Services Agreements. Any incremental funding for these services requested since 2008-2009 has only been approved through 2011-2012, pending the renegotiation of the agreements beyond their March 2012 expiration date.



Canada's Economic Action Plan

As part of the Government's Economic Action Plan, the RCMP received funding under the Modernizing Federal Laboratories Program to upgrade its forensic laboratories and to implement the Accelerated Federal Contaminated Sites Action Plan. A combined total of \$9.5 million was provided with respect to these projects in 2009-2010, with an additional \$12.4 million in 2010-2011, for a total two-year investment of \$21.9 million. Work on both of these initiatives is to be completed on schedule, therefore there is no Economic Action Plan funding reflected in the figures for 2011-2012 or beyond.

Estimates by Vote

For information on RCMP organizational votes and statutory expenditures, please see the 2011-2012 Main Estimates publication.

An electronic version of the Main Estimates is available at: <http://www.tbs-sct.gc.ca/est-pre/2011-2012/me-bpd/info/info-eng.asp>



SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES



Strategic Outcome 1: Criminal activity affecting Canadians is reduced

Program Activity 1.1: Police Operations					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011-2012		2012-2013		2013-2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
22,894	1,737.2	21,527	1,581.2	21,510	1,568.5

Under the authority of the *Royal Canadian Mounted Police Act*, Program Activity 1.1 provides Canadians with policing services at the federal, provincial/territorial and municipal levels and within Aboriginal communities. This program contributes to a safe and secure Canada by providing general law enforcement activities in addition to education and awareness activities delivered by RCMP employees to the public, businesses and other agencies/organizations within Canada. The RCMP's education and awareness

activities, such as information sessions on financial crime, national security, drugs and organized crime, are aimed at reducing victimization of Canadians. Additionally, this program provides for the protection of designated persons and security at major events which, in turn, mitigates potential threats to Canada's population. The program also delivers a high level of technical and operational support to enable the RCMP to reach its overarching goal of reducing criminal activity which affects Canadians.

Program Activity Expected Results	Performance Indicators	Targets
Canadians have access to quality policing services	Number of calls for service	Not applicable ¹⁷
	Percentage of calls for service answered	100%
	Percentage of crime file clearance rates	To be determined ¹⁸
	Percentage of severe crime clearance rates	To be determined ¹⁸
RCMP clients ¹⁹ have access to high quality Provincial, Territorial, Municipal, and Aboriginal policing services	Percentage of contract respondents satisfied that the RCMP provides a high quality service	Territorial: 80% Provincial: 80% Municipal: 80% Aboriginal Community Leaders: 80%
Canadians, their institutions, major events and internationally protected persons or other foreign dignitaries in Canada, are safe and secure	Percentage of respondents who are satisfied with the RCMP's federal policing activities	80%
	Federal Statute Crime rate per capita	To be determined ¹⁸
	Number of organized crime groups disrupted ²⁰ for violating federal laws	To be determined ¹⁸
	Number of disruptions ²¹ , through law enforcement actions, to the ability of groups or individuals to carry out terrorist criminal activity or other criminal activity that may pose a threat to national security in Canada or abroad	Six

¹⁷ This indicator is included for context only.

¹⁸ An analysis of the trend of these statistics is currently being undertaken, after which targets will be set for 2012-2013 and future years.

¹⁹ RCMP contract clients surveyed include Mayors, Aboriginal leaders and Attorneys General.

²⁰ The disruption of an organized crime group is the interruption (for example, arrest of an individual or seizure of drugs or assets) of the continuity of the group's operations or illegal activities. An organized crime group may be disrupted based on three attributes: core business, financial, and personnel.

²¹ The disruption of terrorist criminal activity is the interruption, suspension or elimination, through law enforcement actions, of the ability of a group or individual to carry out terrorist criminal activity, or other criminal activity that may pose a threat to national security, in Canada or abroad.



Section II: Analysis of Program Activities by Strategic Outcomes

Canadians, their institutions, major events and internationally protected persons or other foreign dignitaries in Canada, are safe and secure (continued)	Number of incidents that compromised the safety of RCMP protectees and the security of Canadian interests	0
	Percentage of events successfully secured	100%
	Percentage of Canadians who feel that the RCMP takes every measure to ensure the safety and security of government-led summits and other high profile events	90%
Technical capacity, scientific policing methodologies and specialized investigative expertise enhances policing operations	Percentage of respondents who agree that the technical services/operational support they received was of a high quality	80%
	Percentage of respondents who agree that the technical investigation support they received assisted in the investigation in a timely manner	80%

Planning Highlights

Through prevention, education, intelligence, investigation and enforcement, the RCMP will reduce criminal activity that affects Canadians. The RCMP will enhance its capability and capacity to conduct federal investigations effectively. It will impact supply and demand for illegal goods and illicit substances and, through enforcement and awareness, minimize opportunities from which criminals benefit. The RCMP will effectively respond to criminal threats to the security of Canada through enforcement actions and through prevention, education and awareness initiatives, such as community outreach and counter-radicalization. The RCMP will continue to provide the technical capability, scientific policing methodologies and specialized investigative expertise to frontline police officers. By maximizing intelligence processes and improving partnerships with other agencies, the RCMP will take all reasonable measures to protect Canadians, their institutions, Canadian officials (such as the Governor General and the Prime Minister), and other foreign dignitaries in Canada or internationally protected persons from violent incidents. The RCMP will benchmark the quality protection services it provides to dignitaries, events and air flights against comparable services provided by similar organizations worldwide. The RCMP will also continue to work with Public Safety Canada and contract policing jurisdictions to prepare a comprehensive policing agreement and achieve a successful renegotiation of policing contracts ²².

Benefits for Canadians

Canada benefits in many ways from having a large pool of highly trained police officers under the umbrella of one national police service with a diverse range of capabilities. The RCMP's largest and most important mandate is to deliver policing services for Canadians. RCMP Police Operations contributes to the strategic outcome of "reducing criminal activity affecting Canadians" by providing a highly trained police service from one end of the country to the other with the capacity to quickly and

successfully pool resources. As an organization, the RCMP is able to deploy trained and highly skilled employees to respond rapidly to frontline emergencies and critical incidents, and to conduct investigations, enforcement and prevention, community policing and crime reduction activities. The size and complexity of the skill sets available throughout the RCMP allow the organization to effectively and efficiently provide security and make plans for large-scale national and international events, and enables it to work with other federal departments as well as provincial/territorial and municipal agencies to provide cohesive event security strategies anywhere in Canada.

The RCMP provides federal policing services across the country, enforcing federal laws and protecting Canada's institutions, national security and Canadian and foreign dignitaries. The RCMP provides policing services to diverse communities in eight provinces ²³ and three territories through cost-shared policing service agreements with federal, provincial, territorial, and municipal governments, as well as Aboriginal communities. In addition, the Force provides policing services to over 630 Aboriginal communities across the country and to approximately 180 municipalities across Canada as well as three international airports and numerous smaller airports.

RCMP activities safeguard Canadians, their way of life and their institutions. Frontline police officers are provided with specialized investigative and operational services including state-of-the-art technological tools, procedures, research and development (for example, lawful interception of communications, electronic and physical surveillance, and investigations in relation to chemical, biological, radiological, nuclear, or explosive events). Through its dedication to crime prevention, law enforcement, investigation and protection, the RCMP benefits all Canadians, the federal government, its departments and agencies, provinces/territories,

²² An Agreement-in-Principle is expected for 2011.

²³ Contractual agreements are in place in all provinces except Ontario and Quebec.



Section II: Analysis of Program Activities by Strategic Outcomes

municipalities and Aboriginal communities. This program activity promotes effective responses to criminal activity, victimization and shared community issues. The RCMP protects Canada and Canadians from the corrosive impacts of crime, the production and sale of harmful substances, and economic crime that reduces confidence in the Canadian economy.

The safety, sovereignty and stability of Canada and its people are upheld through investigation, prosecution and disruption of terrorist criminal activity and other national security threats. They are also upheld through the protection of the Governor General, the Prime Minister, and foreign dignitaries at intergovernmental events held in Canada,²⁴ and the safeguarding of the general public onboard selected Canadian flights and at major events (such as the 2010 Olympic and Paralympic Winter Games).

Program Activity 1.2: Canadian Law Enforcement Services					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011-2012		2012-2013		2013-2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
2,333	270.3	2,322	262.5	2,328	262.5

Program Activity 1.2 provides the Canadian law enforcement community with the necessary scientific, technical, investigative and educational support to deliver proactive, intelligence-based policing and law enforcement services to their respective communities and partners. Additionally, this program provides educational opportunities to members of the Canadian law enforcement community to enable them to develop their skills, thereby increasing their effectiveness in contributing to a safer Canada.

This program is necessary to ensure that Canadian law enforcement communities have access to the required tools, systems, technologies (for example, forensic support and expertise, criminal intelligence and firearms registry and databases) and education which, in turn, will contribute to the reduction of criminal activity affecting Canadians.

Program Activity Expected Results	Performance Indicators	Targets
Technical, forensic, investigative and educational activities support Canada's law enforcement community	Percentage of respondents who agree that overall the RCMP provides high quality service	Policing partners: 80% Other stakeholders: 80%
	Percentage of respondents who agree that overall the RCMP provides high quality scientific, technical and investigative services	Policing partners: 80% Other stakeholders: 80%
Sustainable intelligence-led policing is supported	Percentage of respondents who agree that RCMP information and intelligence are accurate	Police partners: 80% Other stakeholders: 80%
	Percentage of respondents who agree that RCMP information and intelligence are comprehensive	Police partners: 80% Other stakeholders: 80%
High quality and timely forensic identification services support the policing and criminal justice system	Percentage of forensic laboratory service requests completed by target time	85%
Law enforcement has access to direct support for firearms investigations	Percentage of requests fulfilled for assistance with firearms investigations and/or destructions	100%
	Number of queries to the Canadian Firearms Registry Online database by frontline police	10% increase year to year
Public safety is increased through continuous screening of firearms owners	Number of prohibited individuals who obtain a firearms licence	0

²⁴ For example, the G8 and G20 Summits and the North American Leaders' Summit.

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Planning Highlights

Effective criminal investigations continually demand new and more complex investigative techniques. The RCMP will strive for full alignment of its services and priorities with those of law enforcement partners and other stakeholders. Client consultation and engagement will be central to this demand-driven approach, which will result in better client-centred service. Additionally, the RCMP will demonstrate leadership in promoting a culture of innovation throughout Canadian law enforcement services, which will result in improved efficiency. In line with its leadership role, the RCMP will concentrate on the replacement and maintenance of secure systems and the integrated management of information for the benefit of police agencies, domestically and internationally. As part of these efforts, the RCMP will maximize the operational support provided to criminal investigations by piloting a new intelligence-led forensic investigation process and will continue to address and implement the recommendations arising from Chapter 1 (Aging Information Technology Systems) of the 2010 Spring Report of the Auditor General of Canada.

The RCMP will continue to advance the capacity of the criminal intelligence community in Canada by focusing on a national information-sharing strategy. The RCMP and its law enforcement partners will also review the integrated threat assessment process to provide the most comprehensive picture of organized crime in Canada. The technological capacity of information-sharing within the law enforcement community will be strengthened through RCMP efforts to foster a collaborative environment and the development of a next generation information system for serious and organized crime.

The RCMP will also continue to focus on combating Internet-facilitated child sexual exploitation by building capacity for victim identification, facilitating intelligence and information-sharing between police agencies, and increasing the ability to provide international assistance with investigations related to online child sexual exploitation. The RCMP will continue to assist international police agencies with multi-jurisdictional and international online investigations.

The RCMP will contribute to the reduction of firearms-related crime through the provision of investigative support to law enforcement organizations by making available a shared platform for information on registered and seized and recovered firearms. Ensuring that agencies have access to a single-source firearms reference tool allows for the accurate identification and classification of firearms, as well as up-to-date and comprehensive reference information on firearms makes and models. The resulting on-demand statistical reporting will greatly assist strategic and investigative decision-making of law enforcement agencies, nationally and internationally. The RCMP will support international

efforts to fight firearms crime by collaborating with its international partners to combat the illicit trafficking in small arms. Along with the assistance of community, safety, and law-enforcement partners, the RCMP will provide firearms education (for example Canadian Firearms Safety training) and outreach programs, to strengthen the safety of communities by reducing the risk of harm from firearms through suicide, accidental discharge and antisocial use of guns. Outreach efforts to police are being conducted to educate police officers with respect to the requirements of the *Firearms Act* and the support available to law enforcement.

The RCMP will also continue to support policing and law enforcement excellence through the ongoing development, design and delivery of executive and management training, as well as advanced and specialized training, with an emphasis on organized and multi-jurisdictional crime, both in Canada and abroad. Key priorities include providing international support, training and building capacity in support of Canada's foreign policy and policing priorities/interests.

Benefits for Canadians

The RCMP's law enforcement services provide leading-edge initiatives on behalf of the Canadian and international law enforcement community and deliver critical criminal intelligence, equipment, tools, systems, technology and education. This program activity enables all police agencies across Canada to better deliver proactive, intelligence-based policing and law enforcement services to their respective communities and partners which, in turn, supports a safer and more secure Canada. Educational opportunities allow the Canadian law enforcement community to develop skills that increase overall law enforcement capacity to be effective in contributing to a safer Canada and the reduction of criminal activity affecting Canadians.



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

Program Activity 2.1: International Operations					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011-2012		2012-2013		2013-2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
350	58.8	350	58.8	350	58.8

Program Activity 2.1 furthers Canada’s global peace agenda through cooperation and support of the international law enforcement community, thereby making both Canadians and the global community safer. This program is necessary as it addresses the transnational scope of terrorist and other criminal activity through building relationships with international policing partners, participating in the INTERPOL global information-sharing

network and conducting extra-territorial criminal investigations. Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and provides support to nations at risk by helping build their law enforcement capacity. Through such international cooperation and collaboration, this program contributes directly to a more secure world and Canada.

Program Activity Expected Results	Performance Indicators	Targets
Canada’s global peace agenda is promoted through cooperation and support of the international community	Percentage of respondents who agree that the RCMP provides effective support of international operations	Police partners: 80% Other stakeholders: 85%
	Percentage of respondents who agree that the RCMP is one of their first considerations when seeking international assistance	Police partners: 80%
	Number of Canadian police officers who are deployed abroad to international peace operations	250
	Number of recommendations for criminal charges in extra-territorial national security criminal investigations	To be determined ²⁵

Planning Highlights

A more secure world, and by extension a more secure Canada, will be supported by the RCMP’s coordination of international operations. The RCMP will assist in international stability and development by deploying trained and capable Canadian police advisors to mentor police in nations at risk and build law enforcement capacity abroad. The RCMP will provide leadership in promoting the Canadian Policing Arrangement among Canadian policing partners so that Canadian police responses to nations at risk are co-ordinated, informed and effective. The RCMP will focus efforts on successfully conducting extra-territorial national security criminal investigations, and will facilitate the appropriate sharing of criminal information internationally through INTERPOL.

Benefits for Canadians

Canadians benefit from furtherance of Canada’s global peace agenda which is achieved through RCMP cooperation and support of the international community. The RCMP promotes international peace and security through the provision of police-related expertise in failed or fragile

states, which contributes positively to Canada’s presence on the international stage and helps to prevent threats and criminality from reaching Canadian borders. By building relationships with international policing partners, participating in global information-sharing, conducting extra-territorial national security criminal investigations, participating in Canadian missions abroad in a peacekeeping role, and providing support to nations at risk in building their law enforcement capacity, the RCMP contributes to improved law enforcement in the broader global community within which Canada interacts as an active partner in addressing crime, safety and security for all global citizens. The sovereignty and stability of Canada and the way of life of its people are upheld, through investigation, prosecution and disruption of terrorist criminal activity and other national security threats. Canadians are protected from border-related criminality while the secure and effective international movement of people and goods is supported.

²⁵ An analysis of the trend of the statistics is currently being undertaken, after which targets will be set for 2012-2013 and future years.



Section II: Analysis of Program Activities by Strategic Outcomes

Program Activity 2.2: Canadian Police Culture and Heritage					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011-2012		2012-2013		2013-2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
100	11.3	100	11.3	100	11.3

Program Activity 2.2 promotes Canada, the RCMP, its communities and partners by delivering ceremonial services to Canadians as well as the international community. Ceremonial support activities are delivered by the Musical Ride, which tours Canada and abroad four to six months each year showcasing Canada's proud heritage and culture.

This program responds to both domestic and international requests for historical information about the RCMP. Additionally, the RCMP supports and develops government partners by providing RCMP members in ceremonial dress at special events (for example, the Olympics, Expos and Summits), both domestically and internationally. Through the activities of this program, the RCMP contributes to Canada's vibrant culture and heritage.

Program Activity Expected Results	Performance Indicators	Targets
The RCMP is an internationally recognized symbol of Canada	Percentage of Canadian respondents who agree that their objectives were met by hosting the Musical Ride	100%
	Percentage of international respondents who agree that their objectives were met by hosting the Musical Ride	100%
	Number of licence agreements or memoranda of understanding for the use of the RCMP's image	89
	Number of national or international level strategic partnership agreements entered into to promote the RCMP's image	22

Planning Highlights

This Program Activity supports the RCMP's management priorities by leveraging the RCMP's brand to promote governmental and departmental initiatives domestically and abroad. Icons such as the Red Serge and the Musical Ride are distinct and unique symbols that provide the Government of Canada and the RCMP with a concrete way of engaging stakeholders and developing sustainable relationships based on trust. Trust is a vital component of law enforcement and community policing; therefore, maintaining a strong and relevant brand is also necessary to offering world-class police services.

The strength of the RCMP's brand comes from its long-standing heritage as a symbol of Canadian culture. To maintain this position and continue to leverage it, it is essential that the RCMP's icons be promoted as symbols of Canada internationally. Otherwise, they will lose their effectiveness as vehicles through which a consistent message can be communicated, as the audience will no longer associate that message with Canada, its government or the RCMP. The RCMP will continue to focus on maintaining the value of the brand by collaborating with partners to participate in events that generate local,

national and international attention and project a positive image for Canada, by protecting the RCMP's image against uses that do not reflect Canadian values and by ensuring that partners derive positive benefits from the relationships developed through activities such as Musical Ride performances.

Benefits for Canadians

The RCMP's image is a strong cultural asset and source of pride for Canadians which promotes Canadian values domestically and internationally. International recognition of the RCMP facilitates positive interactions between Canadians and foreign citizens at all levels of society, from Canadian citizens abroad on vacation to Canadian diplomatic missions, by communicating messages that associate positive values and experiences with a highly recognized Canadian symbol. This also facilitates positive interactions between frontline police or federal enforcement personnel and their domestic and international counterparts by helping to communicate a consistent message of the values of the RCMP and of Canada. In the spirit of community policing, the RCMP supports local community initiatives and charities, and promotes a positive image of Canadian police.



Program Activity 4.1: Internal Services					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011-2012		2012-2013		2013-2014	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
4,848	827.3	4,447	751.0	4,446	707.1

The Senior Executive Committee of the RCMP uses a balanced scorecard to communicate the overall strategic direction for the organization. This includes the strategic priorities listed in Section 1 as well as other key management and operational objectives that are important for the successful functioning and continuous improvement of the organization.

From the 2011-2012 strategy, the Senior Executive Committee identified four essential objectives which must be included in every Division and Business Line strategy across the organization:

- communicate effectively
- be accountable
- live the RCMP core values
- attract, develop, retain and support employees

Program Activity Expected Results	Performance Indicators	Targets
Communicate effectively	Percentage of respondents who agree that they are satisfied with the information that the RCMP provides	Canadians: 80% Contract clients: 80% Police partners: 80% Other stakeholders: 80%
	Percentage of respondents who agree that they are consulted appropriately on decisions and actions that have an impact on them	Contract clients: 80% Police partners: 80% Other stakeholders: 80%
	Percentage of RCMP employees who agree that their manager is a good communicator	To be determined ²⁶
Be accountable	Percentage of Management Action Plan recommendations implemented by the diary date in response to internal or external audits or Management Reviews	100%
	Percentage of Canadians who agree that public complaints against the RCMP are investigated appropriately with transparency	80%
	Percentage of employees who agree that the RCMP fulfilled commitments made to them	80%
Live the RCMP core values: <ul style="list-style-type: none"> • Integrity • Honesty • Professionalism • Compassion • Respect • Accountability 	Percentage of Canadians and employees who agree that the RCMP adheres to its core values	Canadians: 90% RCMP employees: 90%
	Percentage of employees who agree that RCMP policies are aligned with core values and ethics	90%
Attract, develop, retain and support RCMP employees	Percentage of operational RCMP police officers who meet their operational skills maintenance requirements	100%
	Percentage of employees who agree that their supervisor facilitates their development by offering new or challenging assignments	80%
	Cadet recruiting benchmarks for employment equity groups: <ul style="list-style-type: none"> • Women • Aboriginal peoples • Members of a visible minority group 	Women: 30% Aboriginal peoples: 10% Members of a visible minority group: 20%

²⁶ This question has not been previously posed on the core surveys; therefore the 2011 core survey will determine the baseline from which a target will be set for 2012-2013 and future years.



Section II: Analysis of Program Activities by Strategic Outcomes

Planning Highlights

The RCMP will strive to support employees to “live the RCMP core values” in the workplace and in interacting with Canadians, partners and stakeholders. Values and ethics training and outreach will maximize the exposure of all employees to this curriculum, and research activities will be conducted to analyze available data and to work in conjunction with stakeholders and partners to ensure the RCMP remains at the forefront of this field. The RCMP grievance and discipline systems will be adapted towards more constructive and rehabilitative modes in response to impending changes flowing from Bill C-43, the *Royal Canadian Mounted Police Labour Relations Modernization Act*. Implementation of the *Public Servants Disclosure Protection Act* within the RCMP will also be fine-tuned. This will include processing ongoing cases, assessing and applying lessons learned, as well as ensuring that the Organizational Code of Conduct required under the Act is developed and implemented for all employees. Outreach will be conducted within all Divisions to standardize practice and interpretation within the informal and formal discipline systems.

The RCMP will support a motivated, healthy, qualified and productive workforce within an enabling and supportive learning environment conducive to the safe delivery of quality community policing and service to Canadians. The RCMP strives to ensure that employees obtain the appropriate skills at the right time and have the necessary experience to properly perform their duties. The RCMP will continue to invest in its employees to assist them in realizing their full potential. In order to address challenges in the areas of leadership development and the health and wellness of employees, the RCMP is committed to developing and implementing initiatives and programs aimed at enhancing leadership development, health and wellness, and workplace relations. In moving forward, the RCMP will develop an integrated talent management framework which will set the stage for changes to recruitment, selection, development, performance assessment, succession planning, awards and recognition, promotion and discipline strategies. This framework will differentiate competencies and accountabilities across all levels of leadership. The RCMP will also continue to reshape learning development programs to orient employees and progressively develop leadership behaviours of supervisors and managers. Mentoring programs will be implemented at all levels of the organization to ensure effective knowledge transfer opportunities and new leadership programs will be designed for senior level executives.

In order to become a healthier organization, the RCMP needs to create a workplace climate that promotes compassion, resilience and physical and psychological health. As a result, the RCMP will develop and implement a Psychological and Physical Wellness Strategy to promote the psychological and physical health of employees. The organization will implement health and wellness initiatives and preventative programs aimed at keeping employees healthy and resilient. The RCMP will implement national initiatives to provide support services with the tools required to assist employees in addressing negative workplace interactions and counter-productive relational behaviours. In moving forward, the RCMP will place trained, informal conflict management practitioners across the country to identify and address internal conflict. The RCMP will also focus on research and best practices to gain a better understanding of how the stressors of police work may strain employees’ health.

Benefits for Canadians

By developing and implementing continuous improvement initiatives, the RCMP will progress in building a healthy, sustainable, engaged and productive workforce, with the competencies required to fulfill the RCMP’s goal of a safe and secure Canada. Coordination across all areas that impact employee behaviour, both in the monitoring and standard-setting areas, as well as in training related to values and ethics, will strengthen leadership capacity – something that is essential for sustained organizational health and overall performance. RCMP employees will have the most up-to-date tools and training to assist them to engage in self-directed behaviour resulting in better ethical decision-making and action, while at the same time ensuring that the standards and monitoring functions perform effectively. As a result, RCMP employees will have greater confidence in the organization, interactions with stakeholders will improve, and Canadians’ trust and confidence in the RCMP will increase. This will have an overall positive effect on the value and quality of services provided to Canadians.



SECTION III: SUPPLEMENTARY INFORMATION



Financial Highlights

Detailed financial statements can be found on the Royal Canadian Mounted Police website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>

Future-oriented Condensed Statement of Operations

For the Year (Ended March 31)
(\$ millions)

Condensed Statement of Operations	% Change	Future-oriented 2011-2012	Future-oriented 2010-2011
Total Expenses	-4.0%	4,948	5,156
Total Revenues	4.8%	1,799	1,717
Net Cost of Operations	-8.4%	3,149	3,439

Future-oriented Condensed Statement of Financial Position

For the Year (Ended March 31)
(\$ millions)

Condensed Statement of Financial Position	% Change	Future-oriented 2011-2012	Future-oriented 2010-2011
Total Assets	5.2%	2,259	2,147
Total Liabilities	2.0%	14,690	14,402
Equity	1.4%	(12,431)	(12,255)
Total	5.2%	2,259	2,147

Supplementary Information Tables

Electronic supplementary information tables found in the 2011-2012 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat's website at: <http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp>

- Details of Transfer Payment Programs
- Horizontal Initiatives:
 - Games Security and Public Safety for the Vancouver 2010 Olympic and Paralympics Games
 - Integrated Border Enforcement Teams
 - Investments to Combat the Criminal Use of Firearms
- Sustainable Development Strategy and Greening Government Operations
- Internal Audit Plan
- Evaluations Plan
- Sources of Respendable and Non-respendable Revenue
- Status Report on Transformational and Major Crown Projects:
 - Real-Time Identification
- Summary of Capital Spending by Program Activity
- User Fees

SECTION IV: OTHER ITEMS OF INTEREST

Other items of interest in the 2011-2012 Report on Plans and Priorities can be found on the Royal Canadian Mounted Police's website at: <http://www.rcmp-grc.gc.ca/rpp/2011-2012/index-eng.htm>



- RCMP Program Activity Architecture Detailed Crosswalk
- Key Performance Indicators:
 - Strategic Priorities Key Performance Indicators
 - Management Priorities Key Performance Indicators
- Corporate Risk Profile
- Departmental Security Plan
- Future-oriented Financial Statements