

Royal Canadian Mounted Police
Commissioner



Gendarmerie royale du Canada
Commissaire

Guided by Integrity, Honesty, Professionalism, Compassion, Respect and Accountability

Les valeurs de la GRC reposent sur l'intégrité, l'honnêteté,
le professionnalisme, la compassion, le respect et la responsabilisation

JAN 16 2018

The Honourable Kevin Sorensen, P.C., M.P.
Chair, Standing Committee on Public Accounts
House of Commons
Ottawa, Ontario K1A 0A6

Dear Mr. Sorensen:

In accordance with Minister Goodale's letter of September 18, 2017, in which the Government of Canada committed to providing the Standing Committee on Public Accounts by January 31, 2018, with responses to the recommendations contained in its Report entitled *Report 1 - The Beyond the Border Action Plan, of the Fall 2016 Reports of the Auditor General of Canada*, please find enclosed the Royal Canadian Mounted Police's (RCMP) response.

On behalf of the RCMP, I would like to thank the Standing Committee on Public Accounts for its Report and for its continued and diligent interest in ensuring transparency, accountability, performance measurement, and reporting to Canadians on the outcomes of this initiative. Should the Committee require additional information related to this report, the RCMP would be pleased to provide it.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Daniel G.J. Dubeau', followed by a horizontal line.

Daniel G.J. Dubeau, Deputy Commissioner
Acting Commissioner

Enclosure

c.c.: Malcolm Brown
Deputy Minister, Public Safety

John Ossowski
President, Canada Border Services Agency



REPORT ON PROGRESS TO THE HOUSE OF COMMONS STANDING COMMITTEE ON PUBLIC ACCOUNTS REGARDING THE “BEYOND THE BORDER ACTION PLAN” OF THE FALL 2016 REPORTS OF THE AUDITOR GENERAL OF CANADA

Recommendation 1: Public Safety Canada, the Canada Border Services Agency (CBSA), the Royal Canadian Mounted Police (RCMP) and Transport Canada (TC) need to provide the Committee with a report outlining their new performance indicators, baselines, and targets as well as the security benefits achieved. This report should also clearly explain why these performance indicators are appropriate for measuring the expected security benefits.

Response: PS, CBSA, **RCMP** and TC to provide a response outlining their new performance indicators, baselines, and targets, including the security benefits achieved.

As recommended by the Office of the Auditor General in the 2016 Fall Report, the RCMP developed a logic model and performance measurement framework (PMF) for the three (3) RCMP Beyond the Border initiatives (BtB): Domain Awareness; Shiprider; and, Radio Interoperability. The logic model and the PMF have been successfully implemented enabling the RCMP to capture reliable and relevant information for these BtB initiatives that are intended to address threats early and support cross-border law enforcement to ensure a secure Canada/U.S. border and perimeter and ultimately help combat criminal activity that has a direct impact on Canadians and the economy.

Addressing threats early through Domain Awareness includes the identification, analysis and mitigation of air, land and sea surveillance gaps along the Canada/U.S. border. The performance indicators used 2016 as a baseline, and the measures include assessment of capacity gaps and vulnerabilities and joint lists of domain awareness capabilities. This will enable increased situational awareness and facilitate the prioritization of remediation of surveillance gaps to assist the RCMP to address threats before crossing the Canada/U.S. border.

Cross-border law enforcement initiatives include Shiprider which conducts integrated cross-border maritime law enforcement operations between Canada and the U.S. to combat cross-border criminality; and a radio interoperability program to connect Canadian and U.S. radio systems allowing for real-time and secure communication between Canadian and U.S. law enforcement agencies at and near the border.

Shiprider effectively removes the international maritime boundary as a barrier to law enforcement by enabling seamless continuity of enforcement and security operations across the border, facilitating cross-border surveillance and interdiction, and serving as both a force multiplier and potentially, as a model for other Canada/U.S. cross-border (integrated) enforcement and security initiatives. The security benefit stems from better coordinated binational response and investigations to border-related crime, which ultimately prevents criminals from being able to leverage the Canada/U.S. border to



commit transnational crimes. Shiprider performance indicators used 2016 as a baseline, and the measures include the number and location of trained Shiprider teams deployed, as well as the number of times the Shiprider units provide assistance to Canadian and international investigations.

The radio interoperability in real-time communication across the border is an asset when coordinating effective binational investigations, and coordinating timely responses to border incidents. Radio interoperability will greatly enhance the ability of both Canadian and U.S. law enforcement to close border gaps and minimize vulnerabilities, to effectively interdict contraband and other illegal goods from entering the country where they undermine government revenue collection activities. The performance indicators used 2016 as a baseline, and the measures include the number of Canada and U.S. officers trained on communication tools and procedures, the number of systems connected and Standard Operating Procedures implemented, the percentage of law enforcement agencies able to communicate using interoperable systems, and the number of demonstrable connection tests.

The new performance indicators are designed to measure whether threats are being addressed early and whether cross-border law enforcement partnerships are achieving the security benefit of a secure Canada-U.S. border, ultimately, measured by law enforcement results (e.g., number of interdictions at the border, number of individuals charged, number of occurrences, etc.).

The data collected through these performance indicators will also enhance the ability of the RCMP to:

- Support operational readiness
- Coordinate prioritization of technology investments and procurement
- Inform future policy development (e.g., build on the security benefits of radio interoperability between Canadian and U.S. officials)
- Capture how often relevant information is shared between the two countries
- Identify potential areas of future cooperation
- Inform the development of new models for coordination and enforcement
- Support the identification and implementation of improvements to systems and procedures

As a result of the new performance management framework, the direct security benefits related to BtB activities is demonstrable and also provide an indirect benefit to the RCMP and the Government of Canada by ensuring the RCMP has the relevant data to be better positioned to respond to the dynamic and evolving threat environment at the Canada/U.S. border.