

Commission for Public Complaints Against the RCMP

2014-15

Report on Plans and Priorities

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency
Preparedness

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2014-15 ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I – Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II – Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III – Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the [Treasury Board Secretariat website](#).ⁱ

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - [Report 15](#)ⁱⁱ), in 2010; and on Government and Operations Estimates (OGGO - [Report 7](#)ⁱⁱⁱ), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes and the Estimates by Votes. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program by Strategic Outcome

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening

government operations, internal audits and evaluations, horizontal initiatives, user fees, major Crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation

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

Budgetary Vs. Non-budgetary Expenditures

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

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result

An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)

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

Government of Canada Outcomes

A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g. program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes) and establishes the same structure for both internal decision making and external accountability.

Planned Spending

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014–15 Main Estimates.

Program

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

Program Alignment Architecture

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas

Government of Canada categories of expenditures. There are [four spending areas](#)^{iv} (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome

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

Sunset Program

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

Whole-of-Government Framework

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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Chair's Message

This *2014-15 Report on Plans and Priorities* of the Commission for Public Complaints Against the RCMP (Commission) provides an overview of our plans for the next fiscal year. The Commission continues to identify and address the policing issues of daily concern to Canadians. It examines the conduct of RCMP members in relation to specific complaints and monitors wider trends and developments in RCMP policy and practices. Its objective is to provide remedial recommendations that enhance the RCMP's service to Canadians and contribute to the public's trust and confidence in the RCMP and its members.

On June 19, 2013, Bill C-42: *Enhancing Royal Canadian Mounted Police Accountability Act* received Royal Assent. Bill C-42 replaces the current Commission with the Civilian Review and Complaints Commission for the RCMP (CRCC) which has an expanded mandate and new responsibilities. In addition to the existing complaints function, the CRCC will have new authority to conduct joint complaint investigations, reviews and hearings with other law enforcement review bodies; conduct reviews of specified RCMP activities; provide enhanced reporting to provinces and territories which contract for RCMP services; undertake research; conduct outreach efforts; and provide independent observers to investigations of serious incidents involving RCMP members.

Over the course of the 2014-15 fiscal year, the Commission will continue its preparatory work in anticipation of the coming into force of the CRCC. Funding to support the implementation of the new functions has been secured and the necessary changes to structure, capacity and processes are well underway. Enhanced outreach with provincial partners and stakeholders has begun. Restructuring of "back office" support and re-engineering of technology platforms will enhance the cost effectiveness of internal services and provide more integrated business solutions to support front-line operations. The latter will offer opportunities for collaboration with oversight partners which will contribute to improving the management of public complaints about the RCMP in all jurisdictions.

The coming year will bring changes and enhancements to the Commission, and how we deliver services to Canadians. We look forward to implementing the new provisions of Bill C-42 and to contributing to a more effective, responsive and accountable RCMP.

Ian McPhail, Q.C.
Interim Chair

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Steven Blaney, P.C., M.P.

Deputy Head: Ian McPhail, Q.C.

Ministerial portfolio: Public Safety and Emergency Preparedness

Year established: 1988

Main legislative authorities: [*Royal Canadian Mounted Police Act* R.S.C. 1985, c. R-10^v](#)

Organizational Context

Raison d'être

The Royal Canadian Mounted Police Public Complaints Commission is an independent agency created by Parliament and is not part of the Royal Canadian Mounted Police (RCMP). The Commission's fundamental role is to provide civilian review of the conduct of the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. The Commission ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify and remedy policing problems which stem from the conduct of individual RCMP members or from deficiencies in RCMP policies or practices. The Commission has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

Responsibilities

The mandate of the Commission is set out in Part VII of the *Royal Canadian Mounted Police Act* (RCMP Act) and can be summarized as follows:

- to receive complaints from the public about the conduct of RCMP members;
- to conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints;
- to initiate complaints and investigations into RCMP conduct when it is in the public interest to do so;
- to hold hearings; and
- to report findings and make recommendations.

Strategic Outcome and Program Alignment Architecture (PAA)

The Commission has one Program and works towards one Strategic Outcome.

Strategic Outcome: Public Confidence in the RCMP

Program: Civilian review of RCMP members' conduct in the performance of their duties

Internal Services

Organizational Priorities

| Priority | Type | Strategic Outcome |
|--|----------|-------------------------------|
| Strengthen the public complaint process | On-going | Public confidence in the RCMP |
| Description | | |
| Why is this a priority? <p>A strong, accessible and timely complaint process with established service standards enhances the credibility of both the Commission and the RCMP. The outcome of a complaint, whether made by an individual or by the Commission Chair, is the formulation of findings which identify both deficiencies and opportunities, and remedial recommendations designed to positively influence RCMP member conduct, policies and/or practices. A robust approach to both the formulation and implementation of findings and recommendations is necessary to ensure continual progress in effecting change and fostering public confidence in the RCMP. The Commission must enhance its capacity to conduct independent investigations where appropriate, gather and analyse relevant data, and track the manner in which recommendations are accepted and implemented by the RCMP.</p> | | |
| What are the plans for meeting this priority? <ul style="list-style-type: none"><input type="checkbox"/> Evaluate, establish and publicly report on service standards for the complaint and review processes.<input type="checkbox"/> Implement service delivery methods that maximize efficiency and effectiveness of the complaint intake process.<input type="checkbox"/> Evaluate the Commission's early resolution program to identify how best to provide meaningful options to the public when raising a concern about RCMP conduct.<input type="checkbox"/> Continue to track actions taken by the RCMP on recommendations contained in public reports, and establish a tracking mechanism for the implementation of recommendations contained in individual reports.<input type="checkbox"/> Continue to coordinate with appropriate provincial and territorial bodies and the RCMP regarding operation of the complaint, review and investigation processes.<input type="checkbox"/> Enhance the Commission's data collection, statistical integration and research functions. | | |

| Priority | Type | Strategic Outcome |
|--|------|-------------------------------|
| Strengthen the Commission's investigative capacity | New | Public confidence in the RCMP |
| Description | | |
| <p>Why is this a priority?</p> <p>The independence of police investigations of police actions continues to be of concern to Canadians. In most Canadian jurisdictions, measures are in place to ensure independent criminal investigations into serious incidents involving police officers. It is equally important that the investigation into and evaluation of police conduct, policy and practice be conducted independently in appropriate situations, and particularly where an incident attracts wide public interest. The authority of the Commission to conduct its own investigations in appropriate circumstances enhances the transparency and independence of the public complaint investigation process in a cost effective way. This contributes to the public's perception of the impartiality of such reviews and investigations and, by extension, its confidence in the RCMP.</p> <p>What are the plans for meeting this priority?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to build cost effective investigative capacity to support further investigations and investigations undertaken in the public interest. <input type="checkbox"/> Enhance internal investigative capacity. <input type="checkbox"/> Establish clear criteria for an increased use of public interest investigations. <input type="checkbox"/> Establish an effective electronic major case management system in support of complex public interest investigations. | | |
| Priority | Type | Strategic Outcome |
| Introduce specified activity reviews | New | Public confidence in the RCMP |
| Description | | |
| <p>Why is this a priority?</p> <p>Conducting reviews of specified RCMP activities will contribute to the increased transparency and public accountability of the RCMP. The reviews will be supported by independent research and will include systemic examinations of policies, procedures and training, among other issues, and the results will be made public. Specified activity reviews can be undertaken based on any number of criteria, including at the request of provincial ministers responsible for policing where the RCMP provides service under contract. As such, the reviews have the potential to contribute to enhancing RCMP accountability in a number of areas.</p> <p>What are the plans for meeting this priority?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Conduct consultations with stakeholders. <input type="checkbox"/> Develop a comprehensive planning process, including a research plan. <input type="checkbox"/> Undertake reviews based on a detailed risk analysis. <input type="checkbox"/> Establish protocols to ensure the effective use of the major case management system in support of specified activities reviews. | | |

| Priority | Type | Strategic Outcome |
|---|----------|-------------------------------|
| Enhance relations with provincial and territorial governments, as well as police review bodies | New | Public confidence in the RCMP |
| Description | | |
| <p>Why is this a priority?</p> <p>In developing a relationship-building strategy, and enhancing appropriate linkages and communication with provincial and territorial governments, the Commission will establish and maintain its role as a strong participant in the field of civilian review of law enforcement. Further, enhanced legislation will require the Commission to report on its activities to provincial and territorial governments. The development of relationships with governments and provincial review bodies will be integral to enabling the appropriate delivery of such reports, allowing their content to be responsive to provincial and territorial needs. This process will assist the Commission in enhancing the accountability and transparency of the RCMP towards the contracting provinces and territories.</p> <p>What are the plans for meeting this priority?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Build relationships with provincial and territorial governments, as well as police review bodies. <input type="checkbox"/> Establish mechanisms for sharing reports and other information, with respect to the Commission's activities, with provincial and territorial governments, as well as police review bodies. <input type="checkbox"/> Develop an annual government relations strategy. | | |
| Priority | Type | Strategic Outcome |
| Increase outreach, public education and engagement efforts | On-going | Public confidence in the RCMP |
| Description | | |
| <p>Why is this a priority?</p> <p>In enhancing knowledge of its role and activities, the Commission will increase the opportunities available to the general public and community stakeholders to access the public complaint process. As the Commission works toward implementing service delivery methods that maximize the efficiency and effectiveness of complaint intake, it will be instrumental to increase and coordinate the Commission's contact with its partners, the public and community stakeholders in order to ensure that those who require or could benefit from information receive it. In pursuing such an engagement strategy and ensuring the appropriate and targeted provision of information, the Commission will strengthen public trust and confidence in the RCMP.</p> <p>What are the plans for meeting this priority?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review the structure of the outreach function to best use available resources and align its work with the Commission's priorities. <input type="checkbox"/> Establish annual engagement targets and priorities. <input type="checkbox"/> Identify key community stakeholders and partners, and develop suitable engagement strategies and informational materials for their use. | | |

| Priority | Type | Strategic Outcome |
|---|------|-------------------------------|
| Ensure that the most effective and efficient tools and administrative support are in place to facilitate the transition to the new mandate. | New | Public confidence in the RCMP |
| Description | | |
| <p>Why is this a priority?</p> <p>To respond to the requirements of its new mandate, the Commission must ensure that its limited resources are deployed in the most effective and efficient manner possible. Its operational and administrative structures, tools and processes must be focused on supporting the delivery of its priorities. Streamlining business processes and employing strategies and technologies which enhance operational efficiency will reduce the internal services costs.</p> <p>What are the plans for meeting this priority?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue the IT Transformation. <input type="checkbox"/> Deploy a new Case Management System. <input type="checkbox"/> Continue to streamline business processes. <input type="checkbox"/> Ensure staffing plans are in place to support HR requirements of the new mandate. | | |

Risk Analysis

Key Risks

| Risk | Risk Response Strategy | Link to Program Alignment Architecture |
|--|---|---|
| RCMP Implementation of Commission's Recommendations As the Commission's recommendations to the RCMP are not binding, there is a risk that key recommendations will not be implemented. | The Commission will maintain its systematic tracking of recommendations made to the RCMP and update the "Outstanding RCMP Policy Commitments" section on its website. The Commission will meet regularly with RCMP officials to discuss the manner and timing in which the Commission's recommendations are being implemented. | Civilian review of RCMP members' conduct in the performance of their duties |
| Responding to Major Policing Events The Commission has no control over serious incidents between the RCMP and the public. Such events may impact on workloads across the Commission and have the potential to negatively affect the maintenance of service standards and present budgeting challenges. | The Commission has renewed its supply arrangements for specialized investigators, and will continue to track workloads, and, where needed, reallocate staff to priority areas. The Commission must ensure that it has resources available to respond appropriately to any incidents that may arise throughout the fiscal year. | Civilian review of RCMP members' conduct in the performance of their duties |

The Commission conducts an annual risk assessment that identifies risks and appropriate mitigation actions. This fosters an organizational culture that supports risk-informed decision-making, with a focus on results.

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 10,010,382 | 10,010,382 | 10,010,382 | 10,010,382 |

Human Resources (Full-time equivalents—FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 66.5 | 66.5 | 66.5 |

Budgetary Planning Summary for Strategic Outcome and Program (dollars)

| Strategic Outcome, Program and Internal Services | 2011–12 Expenditures | 2012–13 Expenditures | 2013–14 Forecast Spending | 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---|-------------------------|-------------------------|---------------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Strategic Outcome: Public Confidence in the RCMP | | | | | | | |
| Civilian review of RCMP members' conduct in the performance of their duties | 3,453,073 | 3,127,446 | 5,505,197 | 6,206,437 | 6,206,437 | 6,306,541 | 6,406,644 |
| Strategic Outcome Subtotal | 3,453,073 | 3,127,446 | 5,505,197 | 6,206,437 | 6,206,437 | 6,306,541 | 6,406,644 |
| Internal Services Subtotal | 4,427,829 | 4,883,555 | 4,881,967 | 3,803,945 | 3,803,945 | 3,703,841 | 3,603,738 |
| Total | 7,880,902 | 8,011,001 | 10,387,164 | 10,010,382 | 10,010,382 | 10,010,382 | 10,010,382 |

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by [Whole-of-Government-Framework Spending Area](#)^{vi} (dollars)

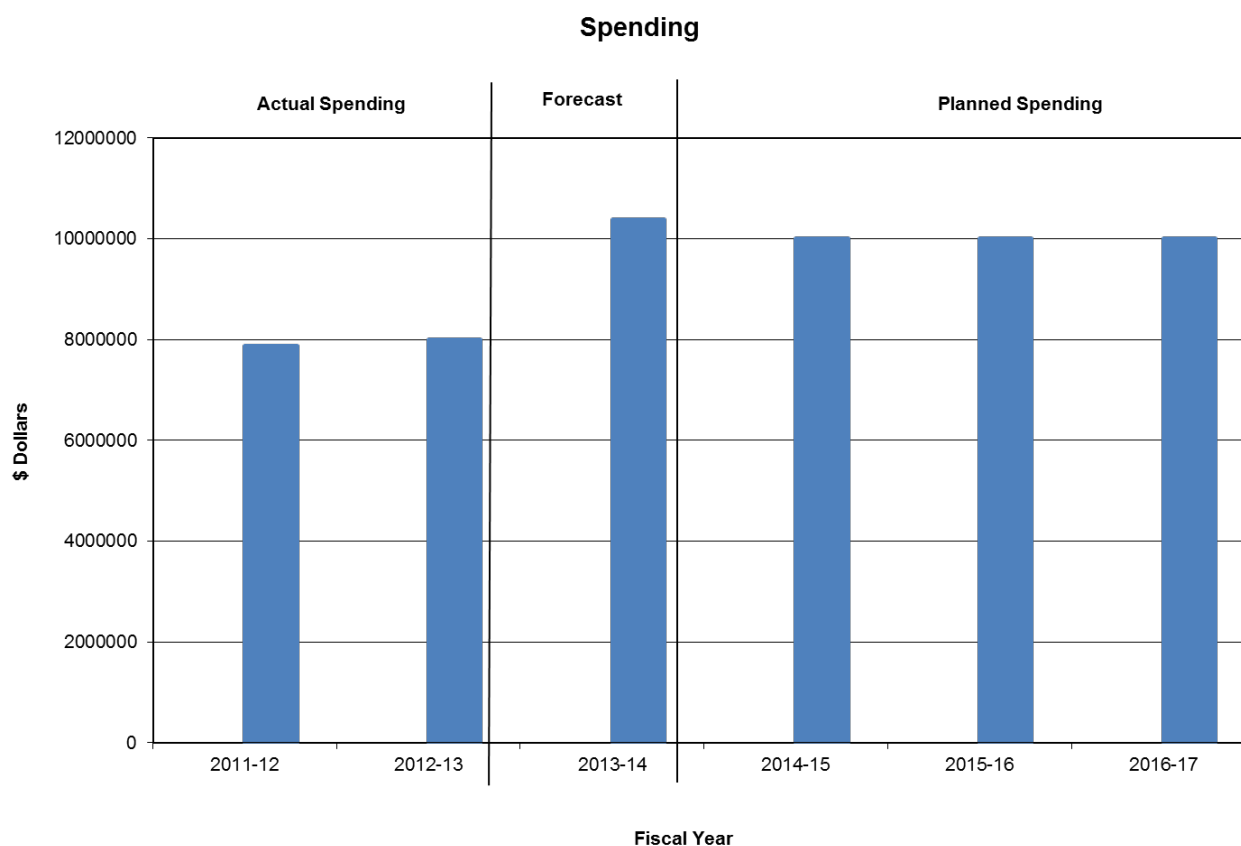
| Strategic Outcome | Program | Spending Area | Government of Canada Outcome | 2014–15 Planned Spending |
|-------------------------------|---|----------------|------------------------------|--------------------------|
| Public Confidence in the RCMP | Civilian review of RCMP members' conduct in the performance of their duties | Social Affairs | A safe and secure Canada | 6,206,437 |

Total Planned Spending by Spending Area (dollars)

| Spending Area | Total Planned Spending |
|-----------------------|------------------------|
| Economic Affairs | |
| Social Affairs | 6,206,437 |
| International Affairs | |
| Government Affairs | |

Departmental Spending Trend

Departmental Spending Trend Graph



The Commission has developed an organizational structure for the new Civilian Review and Complaints Commission that will allow it to operate within its current and future budgets. In 2014-15, 2015-16 and 2016-17 the reduction in spending on Internal Services reflects the impact of implementing cost containment measures. These include reductions resulting from the completion of one-time projects to enhance systems and the realization of operational efficiencies from process improvements and consolidating resources.

Estimates by Vote

For information on the Commission for Public Complaints Against the RCMP's organizational appropriations, please see the [2014-15 Main Estimates publication](#).^{vii}

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome: *Public Confidence in the RCMP*

Program: *Civilian review of RCMP members' conduct in the performance of their duties*

Description:

The Commission is an independent agency created by Parliament to provide fair and independent civilian review of RCMP members' conduct in the performance of their duties. The Commission accomplishes this by receiving complaints from the public about the conduct of RCMP members, and monitoring the RCMP's investigation of such complaints. Where a complainant is not satisfied with the outcome of the RCMP's response to a complaint, a request can be made to the Commission for an independent review of the members' conduct and the RCMP's handling of the matter. In reviewing complaints, the Commission may find that it is satisfied with the RCMP's handling of the complaint, or it may make findings and recommendations to the RCMP Commissioner and the Minister of Public Safety with respect to matters addressed in the complaint. The new Civilian Review and Complaints Commission will also have the mandate to conduct reviews of specified RCMP activities; report to provinces which contract RCMP services; conduct research, program outreach and public education; and provide independent observers to investigations of serious incidents involving RCMP members.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 6,206,437 | 6,206,437 | 6,306,541 | 6,406,644 |

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 43 | 44 | 45 |

Performance Measurement

| Expected Results | Performance Indicators | Targets | Date to be Achieved |
|--|--|-------------|---------------------|
| Increased transparency and public accountability of the RCMP | Increased % of public confidence in the complaint process over a two-year period | 1% increase | March 2016 |
| Increased transparency and public accountability of the RCMP | Increased % of accepted recommendations implemented over a two-year period | 1% increase | March 2016 |
| Enhanced accountability to RCMP contracting provinces | Increased % of contracting partner confidence in the RCMP over a two-year period | 1% increase | March 2016 |

Planning Highlights

In 2014-15, the Commission will assume its enhanced mandate which includes the existing complaints function, as well as the new authorities to conduct joint complaint investigations, reviews and hearings with other law enforcement review bodies; to conduct reviews of specified activities; to provide enhanced reporting to provinces which contract RCMP services; to undertake research; to conduct outreach efforts; and to provide independent observers to investigations of serious incidents involving RCMP members.

Bill C-42 directs the Commission to establish service standards for the timely handling of public complaints. The Commission has maintained performance-based service standards for each step of the complaint and review process since 2007. New funding provided by Bill C-42 will allow the Commission to maintain these standards while adjusting business processes, and implementing new programming and technical support required to meet the expanded mandate and responsibilities prescribed in Bill C-42. The Commission will launch a new case management system in 2014-15. The new system will assist with the tracking of each step of the complaint and review process, and produce business intelligence to identify and address any delays. Tracking complaints and appeals from the RCMP's initial disposition of the complaint will enhance the ability of complainants, RCMP members and Canadians to hold the Commission and the RCMP accountable for a timely response to public complaints.

Guided by the objectives outlined in Bill C-42, the Commission will work to increase public confidence in the RCMP by enhancing its transparency and accountability to the public as well as to the provinces which contract for its services. The Commission's strategic approach to achieving this outcome is set out in the plans and priorities outlined in Section I of this report.

Internal Services

Description:

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 3,803,945 | 3,803,945 | 3,703,841 | 3,603,738 |

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 23.5 | 22.5 | 21.5 |

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Commission for Public Complaints Against the RCMP's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the [Commission for Public Complaints Against the RCMP's website](#).^{viii}

Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

| Financial information | Estimated Results 2013–14 | Planned Results 2014–15 | Change |
|------------------------|---------------------------|-------------------------|---------|
| Total expenses | 11,265,562 | 11,517,916 | 252,354 |
| Total revenues | 0 | 0 | - |
| Net cost of operations | 11,265,562 | 11,517,916 | 252,354 |

List of Supplementary Information Tables

The CPC does not produce any supplementary information tables.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the [Tax Expenditures and Evaluations](#)^{ix} publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Commission for Public Complaints Against the RCMP
P.O. Box 1722, Station B
Ottawa, Ontario K1P 0B3
Canada

Web: <http://www.cpc-cpp.gc.ca>

TO PLACE A COMPLAINT – Toll Free: 1-800-665-6878

TTY: 1-866-432-5837

Endnotes

- i Treasury Board Secretariat Estimates Publications and Appropriation Acts, <http://tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>.
- ii Selected Departmental Performance Reports for 2008–2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, <http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0>.
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