

Military Police Complaints Commission of Canada

2016–17

Departmental Results Report

The Honourable Harjit S. Sajjan
Minister of National Defence

© Her Majesty the Queen in Right of Canada, represented by the Military Police Complaints Commission of Canada, 2017.

Cat No. DP2-7E-PDF

ISSN 2560-9157

Table of contents

Chairperson's Message	1
Results at a glance	3
Raison d'être, mandate and role: who we are and what we do	5
Raison d'être	5
Mandate and role	5
Operating context and key risks	7
Operating context	7
Key risks	7
Results: what we achieved	9
Programs	9
Complaints Resolution	9
Internal Services	11
Description	11
Results	11
Analysis of trends in spending and human resources	13
Actual expenditures	13
Actual human resources	14
Expenditures by vote	14
Alignment of spending with the whole-of-government framework	14
Financial statements and financial statements highlights	16
Financial statements	16
Financial statements highlights	16
Supplementary information	17
Corporate information	17
Organizational profile	17
Reporting framework	17
Supplementary information tables	17
Federal Tax expenditures	17
Organizational contact information	18
Appendix: definitions	19
Endnotes	23

Chairperson's Message

I am pleased to present the Military Police Complaints Commission of Canada (MPCC)'s 2016–17 Departmental Results Report.

A key goal is to conduct investigations and produce reports of high quality in a timely manner. Over the course of the past year, we conducted a comprehensive internal review of our complaints resolution process. As a result, we implemented changes which streamline internal procedures with a view to improving the overall timeliness of the investigation process.

In order to increase accessibility to the public, we successfully implemented a web-based complaint form and continued to strengthen stakeholder engagement. This involved outreach meetings with diverse groups ranging from formal meetings with the Minister of National Defence, the Canadian Forces Provost Marshal and the Canadian Armed Forces Strategic Response Team – Sexual Misconduct; to outreach presentations at Canadian Armed Forces locations across Canada. In the three year period from January 2014 to December 2016, we observed an increase of 83% in attendance participation for the MPCC's outreach program and we have maintained this increased level of participation. The MPCC continued to collaborate with the Canadian Forces Military Police Group and the Canadian Forces Provost Marshal by meeting bi-annually to discuss issues of mutual interest. With respect to the Public Interest Investigation into Anonymous Complaint (Treatment of Detainees), MPCC investigators made significant progress in the review of documents received in the form of disclosure and continued to work towards the next phase of the investigation.

The MPCC continued to focus on raising awareness about the importance of mental health and well-being, at the workplace and at home through a variety of activities and communiqués.

I would like to take this opportunity to thank all MPCC staff for their hard work and dedication and I look forward to continuing to work with them.

Hilary C. McCormack, LL.B.
Chairperson

Results at a glance

The MPCC's total actual spending for 2016–17 was \$4,119,530.

The MPCC's total actual full-time equivalents for 2016–17 was 27.

The MPCC;

- Made significant progress towards Mental Health Wellness. The MPCC officially launched the Federal Public Service Workplace Mental Health Strategy.
- Made significant improvements in strengthening IT and physical security.
- Issued its final report on September 27, 2016 relating to the complex multi-jurisdictional case.

For more information on the department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

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

Raison d'être

On behalf of all Canadians, the Military Police Complaints Commission of Canada (MPCC) exists to provide greater public accountability by the Military Police (MP) and the Chain of Command in relation to MP activities. The MPCC derives its mandate from [Part IV of Canada's National Defence Act](#)ⁱ (NDA).

Mandate and role

The MPCC's mandate is to:

- review and investigate complaints concerning MP conduct; and
- investigate allegations of interference in MP investigations.

The MPCC's mission is to promote and ensure the highest standards of conduct of MP in the performance of policing duties and to discourage interference in any MP investigation.

The MPCC fulfils its mandate and mission by exercising the following responsibilities:

- monitoring investigations by the [Canadian Forces Provost Marshal](#)ⁱⁱⁱ (CFPM) of MP [conduct complaints](#)ⁱⁱⁱ;
- reviewing the disposition of those complaints at the request of the complainant;
- investigating [interference complaints](#)^{iv}; and
- conducting [public interest investigations and hearings](#)^v.

In fulfilling its independent civilian oversight responsibilities, the MPCC has a crucially important working relationship with the CFPM and the [Deputy Commander, Canadian Forces Military Police Group/Professional Standards](#)^{vi} (DComd CF MP Gp/PS).

Fostering a mutually respectful working relationship between the MPCC, the CFPM and DComd CF MP Gp/PS facilitates the conduct of complaint investigations and the likelihood that recommendations will be accepted and implemented.

For more general information about the department, see the “Supplementary information” section of this report. For more information on the department's organizational mandate letter commitments, see the Minister's mandate letter on the [Prime Minister of Canada's website](#).^{vii}

Operating context and key risks

Operating context

Internal

The MPCC's effectiveness depends, to a great degree, on its knowledgeable and stable workforce. However, like all micro-agencies, it is difficult to retain employees when the size and flatness of the organization impacts opportunities for advancement. One MPCC employee may oversee several programs and services. The MPCC continued to stress effective human resources planning: Anticipating potential staff turnover; developing staffing strategies to help ensure knowledge retention (e.g., through employee learning plans); and, ensuring vacancies are filled as quickly as possible, are just a few of the planning measures that have been implemented.

External

The MPCC continued its effort to be added to the schedule of designated entities under the *Canada Evidence Act*^{viii} in order to access unredacted documents for the purposes of conducting its investigations or preparing for its hearings. Being listed on this Schedule allows an organization to receive records containing sensitive information relating to international affairs or to national defence or security without going through the cumbersome and time consuming notification and challenge procedures in the Federal Court.

Key risks

Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
Operational Demands such as an increase in volume or complexity of complaints and whether a Public Interest Investigation (PII) or Public Interest Hearing (PIH) is involved (nature of file).	<ul style="list-style-type: none"> Implemented changes resulting from an internal review of our complaint process. Examined case management, administrative and other options, such as procedural efficiencies and technology applications, in order to ensure available 	Complaints Resolution Internal Services	Not applicable ¹

¹ The MPCC is an independent Federal government institution as defined under Schedule I.1 of the *Financial Administration Act* (FAA). As an independent oversight agency, the MPCC must operate at a distance and with a degree of autonomy from government including DND and the CAF.

	<p>resources continue to be optimized.</p> <ul style="list-style-type: none"> Continued to tailor the scope and resources devoted to investigations to the complexity and needs of particular cases. 		
--	---	--	--

MPCC complex complaint files may at times require research into new subject areas which increases the level of effort required to identify and gather new information and create a new knowledge base. In other cases, the volume of material received takes a great deal of time to review and analyze. As a result, the processes, resources and the time required to prepare reports can increase the duration from receipt of a complaint to issuance of a Final Report. The risks increase whenever a Public Interest Investigation (PII) or Hearing (PIH) is launched. Such files require a significant increase in not only operational support but also in logistical support due to the high profile and public nature of such files. When a PII or PIH is declared, there is often a need to seek additional funds as well as to respond to public inquiries and requests. This leaves fewer resources for regular files unless new temporary funding is sought. Therefore, operational demands by way of volume, complexity or nature (PII or PIH) all pose a significant risk. Due to these challenges, the MPCC continues to review its investigation guidelines and processes on a regular basis to improve on timeliness and ensure an efficient complaints process.

Completion of investigations within a reasonable time is important in order to reduce the potential impact it might cause to stakeholders and partners such as MP, subjects, partners within the DND portfolio and the general public.

Results: what we achieved

Programs

Complaints Resolution

Description

This program aims to successfully resolve complaints about the conduct of Military Police members as well as complaints about interference in Military Police investigations by overseeing and reviewing all complaints and requests for review. This program is necessary to help the Military Police to be as effective and as professional as possible in their policing duties and functions.

Results

In 2016–17, the MPCC focussed on streamlining internal procedures in the complaint process in order to resolve complaints in less time than the past. The procedures are reviewed on an ongoing basis to ensure that it continues to meet its set timelines.

Throughout the reporting year, the MPCC continued to develop a collaborative relationship with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Group / Professional Standards (DComd CF MP Gp/ps) and other CAF / DND representatives by participating in various working groups and receiving presentation from the Canadian Armed Forces Strategic Response Team – Sexual Misconduct. The MPCC met with the CFPM in the fall to discuss core mandate issues and address file specific concerns between offices.

The MPCC continued to foster quality working relationships with its stakeholders and increase awareness of its mandate through its outreach activities. Presentations were given to participants at CAF bases and at the Military Police Training Academy in Borden, Ontario. These base visits and other presentations allow stakeholders to gain a further appreciation of the MPCC, how it operates and allows the MPCC to further expand its knowledge of the many challenges facing the Military Police and other stakeholders. There was an increase in the number of presentations given at the Military Police Training Academy in 2016–17.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Recommendations resulting from investigations of conduct or interference complaints accepted by the Department of National Defence and/or the Canadian Armed Forces.	% of recommendations accepted	70%	March 31, 2017	94%	83%	40%*
Individual members received remedial measures and/or improvements were made to Military Police policies and practices pursuant to investigations of conduct or interference complaints.	% improvements made	70%	March 31, 2017	94%	83%	33%**

*An unusually large proportion of the recommendations made by the MPCC during the reporting period – 96/112, or 86%, arises from one large case – a complex public interest hearing (the Fynes PIH). In this case, a large number of the CFPM responses to the MPCC recommendations (70%) were framed in non-committal language, rather than in terms of a straightforward “accepted” or “not accepted”. In the circumstances of this case, the MPCC deemed these non-committal responses as not accepting of the associated recommendation. For all the other cases completed during the reporting period, 100% of MPCC recommendations were accepted.

**Given the timing of release of certain final reports was late in the 2014-15 fiscal year, confirmation of the status of many recommendations considered accepted was not available at the issuance of the 2014-15 report. Therefore, for the purposes of this indicator, those recommendations, which we had been advised were at various stages of implementation, were deemed to be not yet fully implemented at the end of 2014-15 fiscal year.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
2,354,280	2,354,280	2,456,179	2,056,958	(297,322)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
11	10	(1)

Internal Services

Description

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

Results

In line with its goal to promote mental health and wellness, the MPCC organized an official launch on Mental Health Wellness awareness to all staff on November 10, 2016. The MPCC also officially launched the Federal Public Service Workplace Mental Health Strategy. Speakers from the Mental Health Commission of Canada and the Employee Assistance Program made presentations to staff. In addition, the MPCC introduced a “Mental Wellness” designated area where literature on the topic of mental wellness is made available to all staff. Various activities were completed and tools were provided to employees such as “Not Myself Today” campaign, “Lifespeak” campaign and “Elephant in the Room” campaign to continue to foster a workplace where employees are respected and encouraged to reach their full potential.

The MPCC also continued to stress effective human resources planning by updating its staffing checklist, anticipated vacancies by beginning selection processes ahead of time and hired casual employees to meet operational needs. The MPCC made progress towards the Public Service

Commission's requirements on the *New Direction in Staffing* and finalized HR policies and delegation instrument to reflect the New Direction on Staffing. Finally, the MPCC fully transitioned to the Phoenix Pay System and continued to work in collaboration with intra-governmental stakeholders in order to anticipate and address issues that arose.

As directed by the Treasury Board of Canada Secretariat, the MPCC focused on its Recordkeeping policies and practices in order to better transition into its Open Government Implementation Plan.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
2,331,031	2,331,031	2,411,885	2,062,572	(268,459)

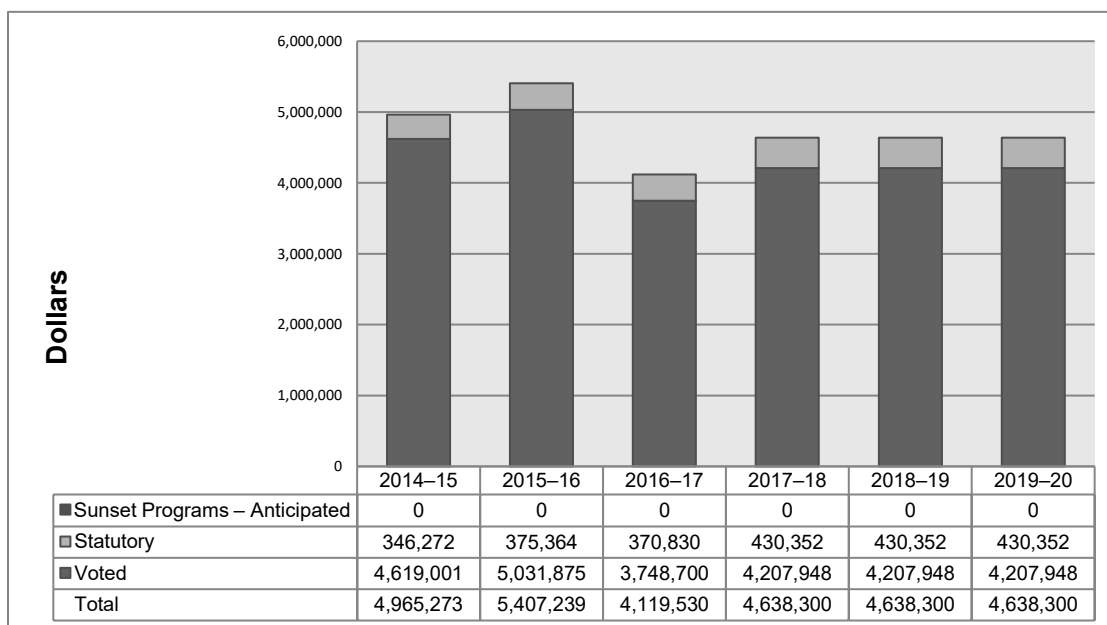
Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
19	16	(3)

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
Complaints Resolution	2,354,280	2,354,280	2,343,627	2,343,627	2,456,179	2,056,958	2,545,782	2,754,359
Subtotal	2,354,280	2,354,280	2,343,627	2,343,627	2,456,179	2,056,958	2,545,782	2,754,359
Internal Services	2,331,031	2,331,031	2,294,673	2,294,673	2,411,885	2,062,572	2,861,457	2,210,914
Total	4,685,311	4,685,311	4,638,300	4,638,300	4,868,064	4,119,530	5,407,239	4,965,273

Overall spending was higher in 2015-16 due to the cost of \$929,000 used for renovating its offices. A return to anticipated spending levels is expected in 2017-18 and subsequent years. This could change, however, if there is an increase in complaints or if the MPCC holds another Public Interest Hearing.

The MPCC's 2016–17 planned spending was based on its Main Estimates of \$4,685,311. The Main Estimates this year returned to its ongoing reference level.

Overall, the variance between actual spending and total authorities available for use for 2016–17 was \$748,534. There was a significant decrease in investigative services as a result of a less than normal number of on-going cases. Also, the difference is attributable to vacant positions which remained unstaffed all year.

Actual human resources

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

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Forecast	2016–17 Actual	2017–18 Planned	2018–19 Planned
Complaints Resolution	11	10	11	10	12	12
Subtotal	11	10	11	10	12	12
Internal Services	15	15	19	16	19	19
Total	26	25	30	26	31	31

The MPCC's human resources remained stable with no significant changes to the department's organizational structure. No impact foreseen related to any future expenditure initiatives.

Expenditures by vote

For information on the MPCC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017](#)^{ix}.

Alignment of spending with the whole-of-government framework

Alignment of 2016–17 actual spending with the [whole-of-government framework](#)^x
(dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
Complaints Resolution	Social Affairs	Safe and Secure Canada	4,119,530

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	-	-
Social affairs	4,685,311	4,119,530
International affairs	-	-
Government affairs	-	-

Financial statements and financial statements highlights

Financial statements

The MPCC [financial statements](#)^{xi} [unaudited] for the year ended March 31, 2017, are available on the departmental website.

Financial statements highlights

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

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	5,140,186	4,452,865	4,484,139	(687,321)	(31,274)
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,140,186	4,452,865	4,484,139	(687,321)	(31,274)

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

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	571,307	799,487	(228,180)
Total net financial assets	477,039	714,340	(237,301)
Departmental net debt	94,268	85,147	9,121
Total non-financial assets	1,176,597	1,314,986	(138,389)
Departmental net financial position	1,082,329	1,229,839	(147,510)

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Harjit S. Sajjan, Minister of National Defence

Institutional head: Hilary C. McCormack, Chairperson

Ministerial portfolio: Defence Portfolio

Enabling instrument: [Part IV of Canada's *National Defence Act*](#)ⁱ

Year of incorporation / commencement: 1998

For more information, please visit the [MPCC website](#)^{xii}.

Reporting framework

The MPCC's Strategic Outcome and Program Alignment Architecture of record for 2016–17 are shown below.

1. Strategic Outcome: The Military Police Complaints Commission of Canada (MPCC) ensures that the Canadian Forces Military Police has the highest standards of conduct according to law and police best practices, and is free from interference in its investigations.

1.1 Program: Complaints Resolution

Internal Services

Supplementary information tables

The following [supplementary information tables](#)^{xiii} are available on the [MPCC website](#)^{xii}:

- Departmental Sustainable Development Strategy

Federal Tax expenditures

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

Organizational contact information

How to reach the Military Police Complaints Commission of Canada

- Call our information line:
613-947-5625 or toll free at 1-800-632-0566
- Send us a fax:
613-947-5713 or toll free at 1-877-947-5713
- Send us a letter:
Military Police Complaints Commission of Canada
270 Albert Street, 10th Floor
Ottawa, ON K1P 5G8
- Visit us at the above address for a private consultation – appointments are recommended
- Send us an email:
commission@mpcc-cppm.gc.ca
- Visit our website:
mpcc-cppm.gc.ca ^{xii}
- Media inquiries:
613-947-5625 or media@mpcc-cppm.gc.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

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

Departmental Plan (Plan ministériel)

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

Departmental Result (résultat ministériel)

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

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

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

Departmental Results Report (Rapport sur les résultats ministériels)

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

Evaluation (évaluation)

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

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

full-time equivalent (équivalent temps plein)

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

government-wide priorities (priorités pangouvernementales)

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

horizontal initiatives (initiative horizontale)

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

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

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

planned spending (dépenses prévues)

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

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

plans (plans)

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

priorities (priorité)

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

program (programme)

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

Program Alignment Architecture (architecture d'alignement des programmes)

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

results (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

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

sunset program (programme temporisé)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. *National Defence Act*, <http://laws-lois.justice.gc.ca/eng/acts/N-5/>
- ii. Canadian Forces Provost Marshal, <http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page>
- iii. Conduct Complaints, <http://www.mpcc-cppm.gc.ca/01/200/210-eng.aspx>
- iv. Interference Complaints, <http://www.mpcc-cppm.gc.ca/01/200/220-eng.aspx>
- v. Public Interest Investigations and Hearings, <http://www.mpcc-cppm.gc.ca/01/200/230-eng.aspx>
- vi. Deputy Commander Canadian Forces Military Police Group/Professional Standards, <http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page>
- vii. The Minister's mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- viii. *Canada Evidence Act* <http://laws-lois.justice.gc.ca/eng/acts/C-5/>
- ix. Public Accounts of Canada 2017, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- x. Whole-of-government framework, [https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~\(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~\('~tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005\)\)](https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~('~tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005)))
- xi. MPCC Financial Statements <http://www.mpcc-cppm.gc.ca/info/pubs/afs-efa/AfsEfa1617-eng.aspx>
- xii. MPCC website, <http://www.mpcc-cppm.gc.ca/index-eng.aspx>
- xiii. MPCC Supplementary information tables <http://www.mpcc-cppm.gc.ca/info/pubs/drr-rrm/DrrRrm1617sup-eng.aspx>
- xiv. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>