

# Civilian Review and Complaints Commission for the RCMP

2020–21

## **Departmental Plan**

---

The Honourable William Sterling Blair, P.C., C.O.M., M.P.  
Minister of Public Safety and Emergency Preparedness

---

© Her Majesty the Queen in Right of Canada, represented by the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police, 2020

Catalogue No.: PS75-6E-PDF

ISSN 2371-8552

This document is available on the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police website at: <http://www.crcc-ccetp.gc.ca>.

This document is available in alternative formats upon request.

---

---

## Table of contents

From the Chairperson .....	1
Plans at a glance .....	3
Core responsibilities: planned results and resources .....	5
Independent Review of the RCMP .....	5
Internal Services: planned results .....	11
Spending and human resources.....	13
Planned spending .....	13
Planned human resources.....	15
Estimates by vote.....	15
Condensed future-oriented statement of operations.....	15
Corporate information .....	17
Organizational profile .....	17
Raison d'être, mandate and role: who we are and what we do .....	17
Operating context .....	17
Reporting framework .....	18
Supporting information on the program inventory .....	19
Supplementary information tables .....	19
Federal tax expenditures .....	19
Organizational contact information .....	19
Appendix: definitions .....	21
Endnotes .....	25

---



## From the Chairperson

This 2020–21 Departmental Plan provides parliamentarians and Canadians with an overview of the Commission’s objectives, planned activities and expected results during the reporting period, as well as the financial and human resources forecast to deliver those results.



The Commission is an agency of the federal government, distinct and independent from the RCMP. Its role is to ensure that public complaints regarding the conduct of RCMP members are examined fairly and impartially.

Civilian review of policing is an essential aspect of maintaining the public trust in the nature and quality of policing in Canada. Without such trust, the rule of law that underpins a successful democracy is at risk.

The Commission adopts a remedial approach in addressing public complaints about the RCMP, making findings and recommendations aimed at identifying and remedying policing problems stemming from the conduct of individual RCMP members or from deficiencies in RCMP policies, procedures, training or practices.

The Commission has experienced a steady increase in the number of public complaints received about the conduct of RCMP members and a corresponding rise in the number of requests for review of the RCMP’s disposition of these public complaints. This has challenged the Commission’s capacity to process these files within its service standards and has resulted in a file backlog. Clearing this backlog is a priority for the Commission. A timely response to public complaints about the RCMP is essential to maintaining a credible complaint process. Measures implemented in the previous reporting period and carried into this fiscal year will result in the elimination of the file backlog in 2020–21. Resources will then be focused on processing new review requests within the Commission’s service standards.

The Commission will conclude several significant Public Interest Investigations launched in previous years. The most notable of these is the Commission’s investigation into the RCMP’s handling of the death of Colten Boushie. The Commission will also bring to conclusion its work on three of the four systemic reviews it launched in 2018.

Maintaining a respectful, healthy and effective workplace is key to the Commission’s success. Recent efforts in this regard have resulted in significant improvements in employee satisfaction with their work, work life balance, work place conditions and the management support they

receive. Maintaining a healthy workplace is a central theme in the Commission's three-year strategic plan and a key priority in the coming year.

In this reporting period, the Commission will continue its review and refinement of business processes to ensure they are compliant with Treasury Board information management and technology standards. This work will also inform business and resource planning that support the reintroduction of legislation establishing a civilian review mechanism for the Canada Border Services Agency and define the Commission's role as a result of this new mandate.

I am confident that the Commission is well prepared to deliver on its mandate and I look forward to advancing its important work in the coming year.

Micheline Lahaie  
Chairperson

## Plans at a glance

The Commission's plans and priorities focus primarily on providing the public and the RCMP with an independent and transparent process through which to address concerns about RCMP activities generally and how members conduct themselves while carrying out their duties. The Commission has set performance targets relating to the processing of public complaints and the review of RCMP disposition of public complaints. Meeting the performance objectives for these core functions will continue to be a business priority in this fiscal period.

The Commission will deliver its Interim Report on the RCMP's handling of the death of Colten Boushie in 2020. The Commission is expecting the RCMP's response to the Report before the end of the fiscal year. The Commission is also expecting the RCMP's response to its Interim Report on the RCMP's handling of the shale gas (fracking) protests in Kent County, New Brunswick. The Commission's Final Report in this matter will be issued in 2020.

The Commission will complete its systemic investigations of the RCMP's use of street checks, strip searches and crime reduction units in 2020 and deliver its reports on each matter to the RCMP for response. These reviews will identify and provide remedial recommendations to systemic issues that are of concern and challenge public confidence in the RCMP.

The Commission will maintain its outreach and public education efforts to inform Canadians, community partners and stakeholders about its mandate. The needs of Indigenous communities will remain a focus in the coming year.

The results of the 2019 Public Service Employee Survey indicated a marked improvement in employee satisfaction at the Commission, across a number of indicators relating to job satisfaction, work-life balance, work place conditions and management support. Developing programming that maintains a respectful, healthy and effective workplace is a central theme in the Commission's three-year strategic plan and a key management priority for the coming year.

The Commission is anticipating the reintroduction of legislation creating a civilian review mechanism for the Canada Border Services Agency (Bill C-98). Planning for a possible expansion of the Commission's mandate and the allocation of additional financial and human resources required to implement the new mandate will be undertaken over the next year.

For more information on the Civilian Review and Complaints Commission for the RCMP's plans, priorities and planned results, see the "Core responsibilities: planned results and resources" section of this report.



## Core responsibilities: planned results and resources

### Independent Review of the RCMP

#### **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 fulfills this role 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 and Emergency Preparedness with respect to matters addressed in the complaint. The Commission also has the mandate to conduct reviews of specified RCMP activities; conduct investigations when it is deemed in the public interest to do so, provide reports to provinces and territories that contract RCMP services; and conduct research, program outreach and public education.

#### **Planning highlights**

The Commission's objective is to increase public confidence in the RCMP by enhancing its transparency and accountability to the public as well as to the provinces and territories that contract for its services.

The Commission's strategic approach to achieving this objective includes initiatives designed to improve the delivery of the Commission's core programs and services to Canadians. These include:

#### **1) Strengthening the public complaint process**

A strong, accessible and timely complaint process is essential to the credibility of both the Commission and the RCMP. The Commission has made use of leading-edge communication tools and online technology to provide Canadians with an accessible and efficient way to voice their concerns. The Commission has streamlined and simplified its online complaint process resulting in a significant increase in the number of complaints received online and improved processing times.

Through effective monitoring of the RCMP's response to public complaints, as well as a robust review process that leads to findings and recommendations when necessary, the Commission aims to effect change and foster public confidence in the RCMP. By augmenting its internal capacity to conduct complaint reviews and independent investigations, gather and analyze

relevant data, and track the manner in which its recommendations are accepted and implemented by the RCMP, the Commission adds credibility to the complaint and review processes.

In the fiscal 2020–21 period, the Commission will:

- Continue its refinement of the complaint and review intake processes.
- Continue to track actions taken by the RCMP with respect to recommendations contained in the Commission's earlier reports.
- Enhance the Commission's data collection, statistical integration, analysis and reporting functions.

## **2) Strengthening the Commission's review and investigative capacity**

It is of paramount importance that the review of police conduct, policy and practice be conducted independently, particularly where an incident attracts wide public interest and there is a public perception that the RCMP may not be impartial in its investigation of the incident. In the fiscal 2020–21 period, the Commission will:

- Eliminate the backlog of review files.
- Reallocate resources to enable completion of review files within the Commission's stated service standards.
- Continue the refinement of its major case management system and processes.

## **3) Conducting specified activity reviews of RCMP programs, policies and practices**

Conducting reviews of specified RCMP activities contributes to the increased transparency and public accountability of the RCMP. These reviews are supported by independent research and systemic examinations of policies, procedures and training, among other issues.

During the fiscal 2020–21 period, the Commission will complete its specified activity reviews of:

- RCMP use of strip searches;
- RCMP use of street checks;
- RCMP use of crime reduction units.

Results of these reviews, launched in 2018, will be made public in fiscal 2020–21.

#### **4) Increasing outreach, public education and engagement efforts**

Engagement and outreach initiatives inform Canadians about the services the Commission provides and clearly outline how to access these services. To this end the Commission will:

- Identify key community stakeholders and partners, and develop suitable engagement strategies and information materials for their use with a particular focus on Indigenous communities.
- Maintain effective and collaborative relationships with the RCMP and provincial oversight bodies with jurisdiction to investigate serious incidents involving the RCMP.
- Undertake outreach activities alone or in collaboration with other agencies to raise awareness of the Commission’s mandate and the services it offers, with an emphasis on Indigenous communities.

#### **Experimentation**

The Commission’s limited budget precludes undertaking any significant experimentation beyond routine analysis and testing of new processes and tools aimed at enhancing its operations.

## Planned results for: Independent Review of the RCMP

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Public complaints dealt with in a timely manner	% of complaints processed within CRCC service standard	80%	March 2020	N/A*	N/A*	N/A*
	% of reviews completed within CRCC service standards	80%	March 2020	N/A*	N/A*	N/A*
Public Interest Investigations and reviews of specified RCMP activities conducted in a timely manner	% of CRCC Public Interest Investigation Interim Reports completed within one year of initiation of the investigation	70%	March 2020	N/A*	N/A*	N/A*
	% of specified activity reviews completed within one year of initiation of the review	70%	March 2020	N/A*	N/A*	N/A*
Increased public awareness of and confidence in the CRCC	% of complaints filed directly with the CRCC instead of the RCMP	60%	March 2020	N/A*	N/A*	N/A*
	% increase of public confidence in the complaint process over a two-year period	N/A**	March 2021	N/A*	N/A*	N/A*

\*Note: The Departmental Results Framework is the new approved structure for the CRCC starting in fiscal year 2019–20; therefore, actual results for fiscal years 2016–17, 2017–18 and 2018–19 are not available.

\*\*Note: Baseline to be established by RCMP Core Survey in 2021.

Financial, human resources and performance information for the Civilian Review and Complaints Commission for the RCMP's program inventory is available in the [GC InfoBase](#).<sup>i</sup>

## Planned budgetary financial resources for Independent Review of the RCMP

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
\$7,894,502	\$7,894,502	\$7,454,538	\$7,454,538

Financial, human resources and performance information for the Civilian Review and Complaints Commission for the RCMP's program inventory is available in the [GC InfoBase](#).<sup>ii</sup>

## Planned human resources for Independent Review of the RCMP

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
52	52	52

Financial, human resources and performance information for the Civilian Review and Complaints Commission for the RCMP's program inventory is available in the [GC InfoBase](#).<sup>iii</sup>



## Internal Services: planned results

### 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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

### Planning highlights

The Commission will ensure that resources are deployed in the most effective and efficient manner possible. Its operational and administrative structures, tools and processes will continue to focus on supporting the delivery of its priorities. Streamlining business processes and employing strategies and technologies that enhance operational efficiency will reduce the internal services costs.

The Commission's employees are the backbone of its operations. Employee health and well-being are key to the Commission's success. Initiatives geared towards improving workplace health and employee well-being are an ongoing priority for the Commission.

Key objectives for this reporting period include:

- Upgrading the Commission's IT infrastructure to ensure optimal efficiency and full compliance with Treasury Board IM and IT standards.
- Continued refinement and integration of Commission records management and case management systems.
- Reviewing the organizational structure and human resources strategy to ensure an agile business structure that responds to operational needs with a particular focus on the timely completion of major investigations.
- Implementing initiatives to improve employee health and well-being, mental health and workplace health.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
\$2,668,173	\$2,668,173	\$2,645,504	\$2,645,504

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
23	23	23

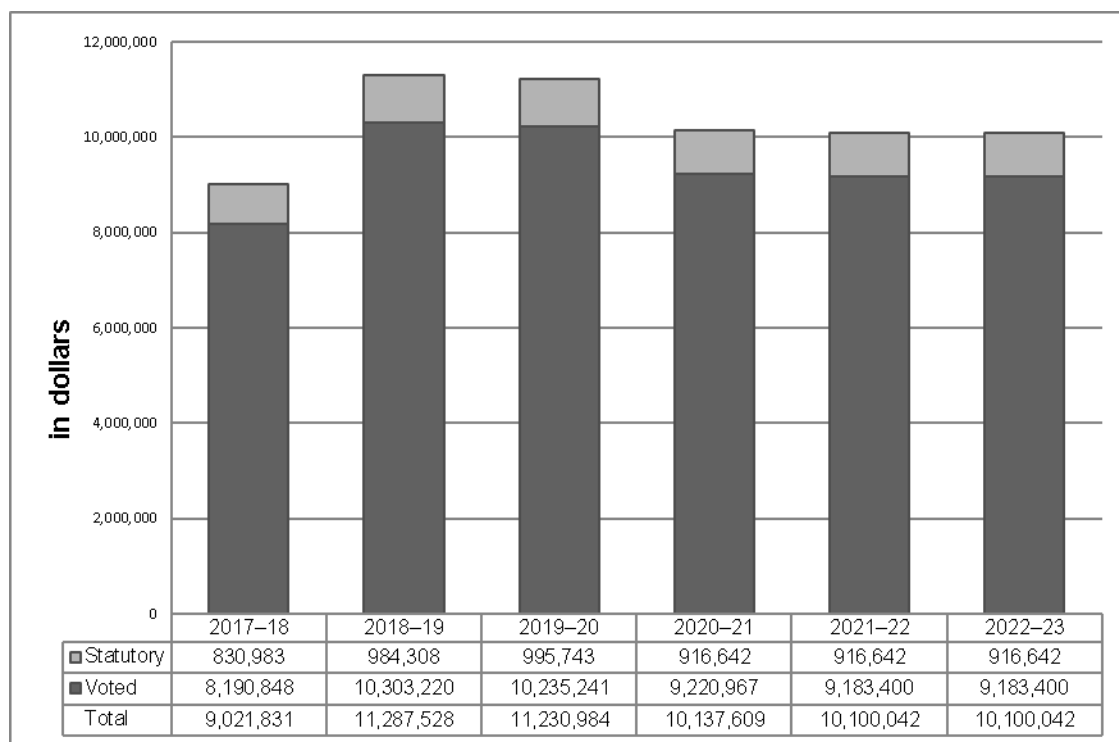
## Spending and human resources

This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years' actual spending.

### Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



The Commission's expenditures and planned expenditures have remained stable.

## Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the Civilian Review and Complaints Commission for the RCMP's core responsibilities and its Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Independent Review of the RCMP	\$5,975,083*	\$6,339,949*	\$8,289,252	\$7,518,414	\$7,518,414	\$7,454,538	\$7,454,538
<b>Subtotal</b>	\$5,975,083	\$6,339,949	\$8,289,252	\$7,518,414	\$7,518,414	\$7,454,538	\$7,454,538
Internal Services	\$3,046,748	\$3,545,380	\$2,941,732	\$2,668,173	\$2,668,173	\$2,645,504	\$2,645,504
<b>Total</b>	\$9,021,831	\$9,885,329	\$11,230,984	\$10,186,587	\$10,186,587	\$10,100,042	\$10,100,402

\*Note: 2017–18 and 2018–19 Independent Review of the RCMP expenditures reflect expenditures reported against the previous PAA (i.e. Civilian review of RCMP members' conduct in the performance of their duties).

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the Civilian Review and Complaints Commission for the RCMP's departmental results framework and for Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Independent Review of the RCMP	48	43	52	52	52	52
<b>Subtotal</b>	48	43	52	52	52	52
Internal Services	18	25	23	23	23	23
<b>Total</b>	66	68	75	75	75	75

There has been no significant variances over the last three fiscal years.

## Estimates by vote

Information on the Civilian Review and Complaints Commission for the RCMP's organizational appropriations is available in the [2020–21 Main Estimates](#).<sup>iv</sup>

## Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Commission's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Civilian Review and Complaints Commission for the RCMP's [website](#).

Condensed future-oriented statement of operations for the year ending  
March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	\$11,230,984	\$10,186,587	(\$1,044,397)
Total revenues	Nil	Nil	Nil
Net cost of operations before government funding and transfers	\$11,230,984	\$10,186,587	(\$1,044,397)

The variance between 2020–21 planned results and 2019–20 forecast results is primarily attributable to the year-end operating budget carry-forward.

## Corporate information

### Organizational profile

**Appropriate minister(s):** The Honourable William Sterling Blair, P.C., C.O.M., M.P.

**Institutional head:** Michelaine Lahaie, Chairperson

**Ministerial portfolio:** Public Safety and Emergency Preparedness

**Enabling instrument(s):** *Royal Canadian Mounted Police Act*<sup>v</sup>

**Year of incorporation / commencement:** 2014

**Other:** N/A

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

“Raison d'être, mandate and role: who we are and what we do” is available on the Civilian Review and Complaints Commission for the RCMP's [website](#).

For more information on the department's organizational mandate letter commitments, see the “[Minister's mandate letter](#).”

### Operating context

Information on the operating context is available on the Civilian Review and Complaints Commission for the RCMP's [website](#).

## Reporting framework

The Civilian Review and Complaints Commission for the RCMP's approved departmental results framework and program inventory for 2020–21 are as follows.

Departmental Results Framework	Core Responsibility 1: Independent review of the RCMP		Internal Services
	Departmental Result: Public complaints dealt with in a timely manner	Indicator: % of complaints processed within CRCC service standards	
		Indicator: % of reviews completed within CRCC service standards	
	Departmental Result: Public Interest Investigations and reviews of specified RCMP activities conducted in a timely manner	Indicator: % of CRCC Public Interest Investigation Interim Reports completed within one year of initiation of the investigation	
		Indicator: % of specified activity reviews completed within one year of initiation of the review	
	Departmental Result: Increased public awareness of and confidence in the CRCC	Indicator: % of complaints filed directly with the CRCC instead of the RCMP	
		Indicator: % increase of public confidence in the complaint process over a two-year period	
Program Inventory	Program: Public Complaints		
	Program: Investigations		
	Program: Public Education		

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Civilian Review and Complaints Commission for the RCMP's program inventory is available in the [GC InfoBase](#).<sup>vi</sup>

## Supplementary information tables

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police does not have any supplementary information tables.

## Federal tax expenditures

The Civilian Review and Complaints Commission for the RCMP's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>vii</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

### **Mailing address**

P.O. Box 1722, Station B  
Ottawa, Ontario K1P 0B3

### **Telephone:**

From anywhere in Canada: 1-800-665-6878

TTY: 1-866-432-5837

**Fax:** 613-952-8045

**Email:** [Media@crcc-ccetp.gc.ca](mailto:Media@crcc-ccetp.gc.ca)

**Website:** <http://www.crcc-ccetp.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)**

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. 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)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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.

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2020–21 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 initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**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.

**plan (plan)**

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.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts 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.

**program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result (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.

**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. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. *Royal Canadian Mounted Police Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>