

Royal Canadian Mounted Police

2019-20

Departmental Results Report

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

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Minister's message

As Canada's Minister of Public Safety and Emergency Preparedness, it is my responsibility to present to Parliament the RCMP Departmental Results Report for the period ending March 31, 2020.

This document provides consistent, comprehensive, and accurate information relating to the RCMP's performance during the 2019-20 fiscal year.

In support of its organizational priorities, actions were taken on enforcement related to National Security, Serious and Transnational Organized Crime, and Cybercrime. Several operational successes are further detailed in this report.

The organization also developed a youth strategy that addresses bullying, cyberbullying, impaired and distracted driving, substance abuse, and youth violence.

Most importantly, the RCMP supported communities across Canada, with more work to be done to ensure the health and safety of all Indigenous peoples.

The RCMP continued to make significant contributions to the Government's commitment to keep Canadians safe. Such efforts will continue for the year ahead as the organization faces much deeper and complex challenges and opportunities, including promoting diversity and combating systemic racism.

I look forward to working with the employees of the RCMP to advance the Government's objectives in a manner that ensures that principles of openness, fairness, and inclusion continue to take priority.



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Results at a glance and operating context

What funds were used? Actual spending of \$ 4,732,973,923

Who was involved? 31,119 Full Time Equivalents

Operating Context

An aging demographic and a mobile global immigrant population continue to change the social structures of Canadian society. With five generations currently comprising the Canadian workforce, the requirements and demands of the public have never been more diverse.

Global dialogue has focused on critical issues of systemic gender and racial discrimination, with continued calls for change. This will require sustained engagement with partners and communities on solutions to prevent and eliminate harassment, violence, and discrimination.

An evolving public global dialogue on policing issues may influence the trust that Canadians have for their police services and government. Changing perceptions have emphasized the need for change and increased transparency and openness on the part of our public institutions.

Climate change has grown to be one of the most significant threats to environmental sustainability. Public awareness of and involvement in this crisis has manifested in protests around the world, while parts of the globe navigate environmental disasters, record heat waves, melting ice caps, flooding, and extensive forest fires.

Innovation is driving emerging technology at unprecedented rates with individuals having ever-expanding access to these advancements. Technology is becoming increasingly connected, merging the digital and physical realms in new ways that uniquely enable both law enforcement and criminals.

Ideologically motivated extremism, foreign actor interference, and the increasingly transnational nature of organized crime continue to influence Canada's national security position. Groups whose interests are harmful to Canada and Canadians represent a complex and ever-evolving threat.

Results Highlights

Modernization Efforts

- In 2019-20, the RCMP created a new Action, Innovation and Modernization (AIM) office to identify, support, and advance priority initiatives across all areas of the organization, in alignment with the RCMP's Vision 150. As it approaches its 150th anniversary in 2023, the RCMP is undergoing a period of modernization to become an even more trusted and inclusive organization that is accountable and committed to its employees, its partners,

and the communities it serves. Vision 150 sets out RCMP modernization goals with a focus on its people, its culture, its stewardship, and its policing services.

- Champions were identified to support various modernization initiatives under Vision 150, which provides an important framework for RCMP modernization with the following objectives:
 - Achieve a more modern, trusted, and inclusive RCMP culture;
 - Build a healthy, diverse, and professional workforce;
 - Enhance stewardship and support a well-functioning organization through effective governance and evidence-based decision making; and,
 - Keep Canada safe through leading-edge policing services.
- In considering the RCMP workforce of the future, the organization explored recruitment and attraction strategies to further its reach across diverse communities using GBA+ principles to challenge real and perceived barriers. These efforts sought to ensure a workforce representative of Canada's diversity, while promoting the necessary changes to transform the culture of the RCMP.

Operational Efforts

- The RCMP continued to support the Government of Canada's efforts to regulate cannabis by addressing organized crime involvement in the new cannabis market and by developing related training and awareness material.
- The RCMP expanded its layered approach to border security, relying on both technological and human intelligence assets to maintain and enhance tactical awareness along the border or abroad, and to prioritize a prompt response to threats.
- Under the Initiative to Take Action Against Guns and Gang Violence, the National Weapons Enforcement Support Team (NWEST) enhanced its strategic analysis and research capacity to support an integrated, coordinated, and intelligence-led approach to reduce criminal gun usage and gang violence.

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

Results: what we achieved

Core Responsibilities

As described below, the RCMP's core responsibilities are Federal Policing, National Police Services, and Contract and Indigenous Policing.

Federal Policing

Description:

Through Federal Policing, the RCMP prevents, detects, and investigates serious and organized crime, financial crime, and cybercrime, as well as crimes related to national security. In addition, it enforces federal statutes, conducts international policing activities, and ensures border integrity and the security of major events, state officials, dignitaries and designated sites.

Results:

In 2019-20, Federal Policing continued to focus on the most serious and complex criminal threats to the safety and security of the people of Canada and Canadian interests. Due to the changing nature of these threats, Federal Policing had to periodically realign its resources to respond to the highest threats to prevent serious crimes, disrupting and deterring criminal activity before it reached Canadian borders. In 2019-20, Federal Policing developed a new Strategic Plan, aligned with Vision 150, to identify key initiatives aimed at strengthening operational capabilities and partnerships, as well as supporting the recruitment and development of its employees.

Federal Policing Investigations

Federal Policing enhanced its ability to support and advance complex investigations associated with its priorities including crimes related to key areas of concern for the RCMP: serious and organized crime, national security, financial crime, cybercrime, and border integrity.

Serious and Organized Crime

- Federal Policing investigated the most serious organized crime threat actors involved in illicit drug production and poly-drug trafficking – such as fentanyl, methamphetamine, and cocaine – inter-provincially and internationally.
- The RCMP-led Organized Crime Joint Operation Centre, in partnership with the Canada Border Services Agency and Canada Post, assisted ongoing investigations and helped generate new investigative leads, resulting in multiple referrals to investigative units targeting illicit drugs and poly-drug trafficking.
- Cooperation with international partners provided valuable information exchanges and operational coordination when investigating organized crime groups, and helped disrupt the use of hardened secure communication devices to facilitate criminal activities.

Federal Policing also developed educational material for Canada's chemical industry to raise awareness on the indicators of suspicious chemical transactions that might indicate precursor chemical diversion for illicit drug manufacturing.

- The RCMP supported the Government of Canada's efforts to regulate cannabis by monitoring and investigating suspected organized crime involvement in the new cannabis market, while also developing related training and awareness material.

National Security

- In collaboration with domestic and international partners, the RCMP helped to detect, prevent, deny, and respond to threats to Canada's national security and the security of its allies. As National Security files are very complex, all occurrences opened in 2019-20 were ongoing, with investigations continuing into the 2020-21 fiscal year.
- The RCMP worked with Government of Canada partners to counter hostile state activity and foreign interference aimed at disrupting Canada's political, economic, and social integrity. In 2019-20, the RCMP contributed to the Security and Intelligence Threats to Elections Task Force and created an interdepartmental mechanism to review operational issues related to foreign interference disruption.

Financial Crime

- In 2019-20, Federal Policing pursued a variety of means to improve the Government of Canada's ability to mitigate harm to its financial integrity, which included criminal enforcement, regulatory action, and legislative reform.
- The RCMP sought professionals in key areas to support its Integrated Market Enforcement Teams (IMET), and enhanced public awareness of IMET units and leveraged both police and civilian resources to conduct investigations. Further, the RCMP welcomed special advisers to the IMET program and partnered with the Government of Canada's Forensic Accounting Management Group to integrate forensic accountant investigators within existing IMET teams. Several complex and internal investigations were underway, leading to charges laid against:
 - A mutual fund registrant in a million dollar fraud case, which resulted in a guilty plea.
 - A \$43 million dollar Ponzi scheme, where funds had been diverted for personal gains.
- To counter criminal misconduct in Canada's capital markets, the RCMP enhanced its partnerships with Canadian Securities Commissions to further collaborate and develop strategies to work together in protecting investors from fraudulent practices.
 - The Toronto IMET led a joint operation with the Ontario Securities Commission to investigate the loss of hundreds of millions of dollars to investors, which was ongoing into the 2020-21 fiscal year.

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- The Vancouver IMET established a co-located team within the British Columbia Securities Commission to enhance collaboration efforts and improve overall communication.
 - IMET teams also worked to protect the financial integrity of Canada by working with domestic and international partners and regulators on files related to possible frauds in the capital markets tied to the COVID-19 pandemic.
 - Federal Policing developed and distributed awareness material on widespread financial frauds in Canada. One bulletin focused on Canada Revenue Agency (CRA) tax scams while the other, distributed through the Canadian Association of Chiefs of Police, addressed romance scams.
 - The RCMP, along with Five Eyes Law Enforcement Group partners, collaborated to improve situational awareness and operational readiness regarding the criminal exploitation of cryptocurrencies.
 - A national cryptocurrency coordination position was established in 2019-20, with specific policies and national guidelines developed to support cryptocurrency investigations.
 - A Virtual Currency Visual Identification Guide was developed and shared with domestic law enforcement partners to help police officers identify cryptocurrency content in the course of investigations and the execution of search warrants.
 - The RCMP, along with partner agencies in the United States, provided cryptocurrency training in Quebec, Ontario, British Columbia, and Alberta to more than a thousand representatives from Canadian law enforcement, the CRA, and Public Prosecution Services of Canada, with a focus on emerging trends and issues of concern related to the criminal exploitation of virtual assets.
 - In cooperation with the United States and the Netherlands, the Government of Canada – specifically the RCMP, the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), and the Department of Finance – produced and disseminated an international paper for the Financial Action Task Force (FATF) that identified investigative gaps and challenges in virtual currency investigations. The paper included best practices that were shared amongst FATF countries, and contributed to the decision that placed anti-money laundering and anti-terrorist financing obligations on virtual assets and virtual asset service providers.ⁱ
 - Federal Policing continued to support the Government of Canada’s review of current anti-money laundering and terrorist financing legislation, including foreign investments under the *Investment Canada Act*. It is anticipated that this review will decrease the number of potentially harmful investments. In addition, the RCMP supported the Cullen Inquiry into Money Laundering in British Columbia, providing expert testimony on money laundering, emerging trends, and the exploitation of virtual assets. The RCMP also worked to establish a Counter Illicit Finance Alliance to collaborate with public and
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private industry to lawfully share information, in the interest of Canada's economic integrity, by identifying, preventing, and disrupting illicit financial activity.

- The RCMP continued to develop initiatives with key stakeholders to enhance efforts to identify and lawfully share information, in addition to undertaking joint operations to address money laundering and proceeds of crime trends.

Cybercrime

- The RCMP collaborated with key government departments and agencies, as well as international partners, to protect Canadians and critical infrastructure from existing and emerging cyber threats.ⁱⁱ
- In support of the 2018 Cyber Security Strategy, the RCMP increased its federal intelligence and enforcement capacity to investigate the most significant cyber threats to Canada's political, economic, and social integrity. For example:
 - The RCMP's National Division Cybercrime Investigative Team worked on a number of cybercrime investigations to counter threats to the healthcare sector.
 - Federal Policing also led a national cybercrime investigation into malware, which was ongoing into the 2020-21 fiscal year.
- Federal Poling continued to work closely with partners in the security and intelligence community, and collaborated on active cyber operations to mitigate cyber threats and ensure the safety and security of Canada and all Canadians.
- The RCMP's "O" Division, Ontario and "C" Division, Quebec made progress on major cybercrime investigations during the reporting period, with implications for all of Canada as well as international partners. These investigations focused on advanced pieces of malware that had been victimizing Canadians and Canadian critical infrastructure.

Border Integrity

- The RCMP worked jointly with domestic and international partners to create and maintain domain awareness in the air, at sea, and on land, to detect, disrupt, and investigate threats to Canadians.
- The RCMP's strategy to securing the border is a layered approach, relying on both technological and human intelligence assets to maintain tactical awareness along the border and abroad, while prioritizing a prompt response to the greatest threats.
- In 2019-20, the RCMP cooperated with Five Eyes Law Enforcement Group partners to improve domain awareness and operational readiness with the aim of enhancing its ability to coordinate efforts directed against maritime threats. These efforts resulted in a number of arrests and prosecutions, the dismantling of two transnational organized crime groups, the disruption of over 2,600 kilograms of contraband (estimated value of over \$160 million) destined for Canada, and the disruption of over 900 kilograms of contraband (estimated value of \$390 million) destined for Five Eyes partner countries.

Intelligence

Relevant intelligence supported and informed Federal Policing investigations, ensuring that decisions continued to be based on the best information available. The Program collected, analyzed, and operationalized intelligence to advance criminal operations and to support decision-making on threats, risks, trends, and opportunities. For example, support was given to the Security and Intelligence Threats to Elections Task Force, providing senior government officials with situational awareness on foreign actor interference threats to Canada's federal elections and democratic institutions and processes.

Protective Services

In 2019-20, the RCMP continued to deliver protective services for government-led events, designated sites, the Prime Minister, persons identified in RCMP regulations, as well as those designated by the Minister of Public Safety and Emergency Preparedness, while also providing specially-trained RCMP officers onboard selected Canadian-registered aircraft. The RCMP continued to work with its partners to implement an integrated and sustainable security framework for major events in Canada. The Program also worked to enhance the security assessment process to improve its operational readiness, operational processes, and overall efficiency.

Federal Policing Prevention and Engagement

The Prevention and Engagement Program created reference materials and used outreach and awareness activities to increase engagement and knowledge transfer to support Federal Policing priorities. The RCMP oversaw the First Responder Terrorism Awareness Program, which informed key partners on possible indicators of criminal/terrorist activity and practices that may otherwise go unnoticed and unreported. Training materials and bulletins were delivered to partner agency first responders including paramedics, fire fighters, professional security agencies, and those with a nexus to critical infrastructure and government health services.

International Policing

The RCMP supported global safety and security by working with partners to leverage existing police networks and disrupt criminal activities overseas before they reached Canadian borders.

Liaison Officers and Intelligence Analysts Deployed Overseas

The Liaison Officer (LO) program played a critical role in the interdiction of numerous drug shipments destined for Canada, the arrests and extraditions of wanted Canadians from abroad, and the disruption of various fraudulent conspirator networks targeting Canadian citizens. The Analysts Deployed Overseas (ADO) network leveraged its subject matter expertise to support a significant investigation into migrant smuggling in the Turks and Caicos Islands, which resulted in the disruption of a major smuggling network and generated valuable intelligence for the RCMP. In addition, the ADO network's ability to quickly adapt to world events has led to the identification of emerging threats and identified criminal opportunities related to COVID-19 frauds and the counterfeit production of personal protection equipment, work which will continue into future fiscal years.

International Policing worked with partners abroad to build local law enforcement capacity to tackle criminal threats. This capacity building included training, equipment provision, mentoring, and the deployment of subject matter experts. For example:

- Twelve courses were delivered in Indonesia at the Jakarta Centre for Law Enforcement Cooperation, including a number of courses related to human smuggling and counter terrorism.
- Drug (fentanyl) detection training and human source development courses were also provided to the Argentine Federal Police and the Peruvian National Police, respectively.

Canadian police were deployed to international peace and other stabilization operations through the Canadian Police Arrangement (CPA), jointly managed by the RCMP, Global Affairs Canada, and Public Safety. The RCMP and its Canadian police partners made positive contributions to international stability by participating in multilateral and bilateral peace operations missions in Haiti, the West Bank, Ukraine, Iraq, and Mali. The CPA also deployed a Senior Police Advisor to Canada's Permanent Mission to the United Nations in New York, a Senior Police Advisor to Africa (Ethiopia), a member to the United Nations Institute for Training and Research in Switzerland, and an investigator to the International Criminal Court in the Netherlands.

Through these missions, CPA members worked to build police service capacities in community policing, criminal investigation, new police officer response (scene management/evidence identification), and de-escalation skills. Furthermore, in Iraq, the mission helped create awareness amongst senior government leaders of the operational benefits of having a more diverse and inclusive police service, and provided advice and support on family violence and juvenile justice issues.

Federal Operations Support

In light of the resources required to meet Federal Policing's broad and demanding mandate, the Operations Support Program enhanced its processes to clearly identify and prioritize initiatives to

work as a cohesive national program. During the reporting period, the Program supported specialized capabilities, maintained ongoing threat awareness, and advanced key operational enablers including human source development, undercover operations, and witness protection.

Governance

In 2019-20, the Governance Program focused on supporting its people and strengthening accountability and governance. The RCMP continued to build its reporting systems and performance measurement tools to ensure accountability to the public and government. The Program also advanced sound management principles and the consistent implementation of Federal Policing activities.

Key risks

Federal Policing worked within a rapidly evolving criminal threat environment, with technology underpinning most contemporary criminal activity. Risks to the safety and security of Canadians are no longer direct and obvious, but extend to more insidious and covert threats to economic and social well-being. With such a broad and demanding mandate, and in light of the resources required to meet these demands, Federal Policing worked to clearly identify and prioritize its work to operate as a cohesive national program.

Key risks which were identified that must be carefully considered by Federal Policing are related to the following themes: policing services/operations; stewardship/governance; culture; and human resources.

Sound policing services, operations, and stewardship are heavily reliant on strong information technology and technical capabilities. Greater investments in research and development (technology) and a focused renewal of existing, antiquated capital assets continued to be of primary importance. The RCMP still has to recruit and train a significant number of personnel to meet current and future needs. Additional processes and procedures in support of decision-making and reporting are being developed for operations, forecasting, and data management. The RCMP is currently working to mitigate key risks by creating new governance committee structures to share priorities and improve operational awareness and will be crafting an international policing strategy to further address these risks in 2020-21.

Gender-based analysis plus

The International Policing Program recognizes the importance of women's equal participation and full involvement in conflict resolution, peace-building, and peacekeeping. It seeks to further support women in fulfilling this active role by incorporating gender perspectives in program decisions, seeking opportunities to train female police officers in foreign countries to participate in missions, and targeting international deployment opportunities and senior positions that support this important work.

- At the February 2020 session of the United Nations Special Committee on Peacekeeping Operations, the importance of women in all aspects of the peace process and of providing

them full, equal, and meaningful participation was reinforced. This is an ongoing Canadian approach and the RCMP continually seeks out leadership and impactful roles. Notably, in 2019-20, 60% of the RCMP's Contingent Commanders were women.

- The RCMP continued to actively support the United Nations (UN) efforts to recruit more women for peace missions, with a goal of reaching or exceeding the UN target of a 22 percent participation rate. For 2019-20, 20 out of 72 long-term CPA deployments were female (27.78%), meeting and slightly exceeding the UN goal. The International Policing Program also completed an analysis on barriers that may prevent women from participating in peace missions. In collaboration with police services partners, the RCMP will develop an implementation plan in 2020-21 to make appropriate program changes and improvements.
- Canadian police officers were highly regarded for promoting women's rights and gender equality and some officers worked directly in gender-related roles, such as gender advisors or human rights mentors, in Haiti, Ukraine, and Iraq. Canadian police also directly supported efforts to prevent, address, and investigate sexual and gender-based violence incidents.
- The RCMP continued to ensure that Canadian police officers deployed overseas on peace operations missions are trained with an enhanced capacity to prevent, report, and manage sexual and gender-based violence incidents in conflict environments. Addressing violence against women and children is of paramount importance to empower gender equality and establish rule of law.
- Through its international capacity building efforts, the RCMP cultivated sustainable change by implementing programs that considered human rights, gender equality impacts, and the prevention of sexual/gender-based violence.

Experimentation

- In 2019-20, Federal Policing implemented an innovative business intelligence solution to modernize and centralize its data analytics capacity to support operational tasks. This project was undertaken to enhance oversight and accountability across all levels of the RCMP by increasing visibility and access to operational data in a timely manner.
- Federal Policing engaged in partnerships with third party providers to increase knowledge, efficiency, and to gather intelligence in support of the 2018 Cyber Security Strategy. The RCMP undertook this novel approach to mitigate cyber threats and ensure the safety and security of Canada and all Canadians.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
Threats to the safety and security of the people of Canada and Canadian interests are detected, prevented, denied, and responded to	Percentage of National Security, Serious and Organized Crime, and Financial Crime investigations opened and cleared within the fiscal year	National Security: 11.5% Serious and Organized Crime: 25.5% Financial Crime: 30.5%	March 31, 2020	National Security: 8% Serious and Organized crime: 13% Financial Crime: 19% ⁱⁱⁱ	National Security: 10% ^{iv v} Serious and Organized Crime: 17% ^{vi vii} Financial Crime: 0% ^{viii ix}	National Security: 0% ^x Serious and Organized Crime: 23.5% ^{xi} Financial Crime: 33.3% ^{xii}
	Percentage of incidents that impact protected persons, sites, major events, and Canadian air carriers	0%	March 31, 2020	0%	2 ^{xiii}	N/A ^{xiv}
	Percentage of international policing activities that contribute to law enforcement operations against criminal threats to Canadian safety and security	80%	March 31, 2020	Not available	100%	100%
	Percentage of international policing activities that contribute to enhanced law enforcement skills and capacity abroad through peace operations and capacity building missions	80%	March 31, 2020	Not available	95%	72% ^{xv}

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2019-20 Total authorities available for use	2019-20 Actual spending (authorities used)	2019-20 Difference (Actual spending minus Planned spending)
881,186,121	881,186,121	1,153,350,350	1,093,472,764	212,286,643

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2019-20 Actual full-time equivalents	2019-20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
5,215	5,176	(39)

Financial, human resources and performance information for the RCMP's Program Inventory is available in [GC InfoBase^{xvi}](#).

National Police Services**Description:**

Through National Police Services, the RCMP provides training, national criminal data repositories, and investigative assistance, expertise, and tools to all Canadian law enforcement agencies in a variety of fields such as forensics, identification, firearms, and online child exploitation. Internally, the RCMP provides a diverse range of technical services to support operations such as the collection of digital evidence, the delivery of policing information technology tools, and the implementation of departmental security standards.

Results:**RCMP Operational IM/IT Services**

"The Connected RCMP", the organization's Digital Policing Strategy, was formalized in 2019-20 to enhance service and address digital impacts on this new era of policing. The strategy aims to provide a seamless digital experience for RCMP interactions, connecting the right information at the right time to citizens, partners, and employees. Timely access to trusted, accurate, and up-to-date information will continue to be vital to support evidence-based decisions for operational and administrative policing activities.

Initial investments under the strategy focused on implementing enterprise technology foundations for digital platforms to support cloud, identity management, IT security, mobility, and data management. The groundwork and support for the successful execution of this ambitious strategy was fully laid out during the reporting period, and included planning and prioritizing all IM/IT Program activities to align with the strategy, all while ensuring close association with the Government of Canada's digital direction and the RCMP's overall modernization mandate. In addition, significant effort was made to raise awareness of the need for digital investments, with presentations and engagement sessions at several internal and external committees, including the RCMP's Senior Management Team, the Contract Management Committee, the Management Advisory Board, and the Public Service Management Advisory Committee.

Forensic Science and Identification Services

The National Forensic Laboratory Services (NFLS), under Forensic Science and Identification Services, explored new and innovative approaches to improve timely service delivery, all while continuing to meet client requirements.

In the summer of 2019, the NFLS site in Vancouver transitioned to its new Surrey location, a process that required extensive operational planning and coordination, both at the local and national level. To preserve important service delivery capacity for the most serious offenses, NFLS temporarily suspended receipt for certain non-violent offences, under both biology and firearms services, for a nine-week period. Despite this, NFLS Biology Services was able to complete the same amount of service requests as in the previous fiscal year, and the Firearms and Toolmark Identification Services observed an increase (approximately 270) in overall service requests compared to the 2018-19 fiscal year.

Biology Services

Biology Services planned for the application of massively parallel sequencing (MPS), also known as next generation sequencing, which will eventually support the interrogation of hundreds of regions of DNA at the same time. Essentially, MPS will provide clients with investigative information on physical appearance (e.g., hair and eye colour prediction) and bio-geographic ancestry (major population groups for ethnicity prediction) of DNA samples of unknown origin.

With the COVID-19 outbreak in early March 2020, NFLS suspended the receipt and authorization of certain non-violent submissions for biology, firearms, and toxicology submissions. This approach was taken to maintain critical service delivery capacity and extend supplies of laboratory items such as reagents, masks, gloves, and disposable tubes for the most serious offences.

Lastly, the Canadian Criminal Real Time Identification Services (CCRTIS) implemented a policy framework to support future growth in fingerprint-based civil screening, providing greater flexibility to more quickly review and approve new information technology (IT) solutions. The process for screening overseas applicants to support Canada's immigration program continued to be streamlined, as the Program leveraged technology to provide timely and efficient service. Additionally, a security policy was put in place to support the future electronic submission of civil screening requests, with ongoing assessment planned for the 2020-21 fiscal year.

Canadian Police College

The Canadian Police College (CPC) – Canada's leading-edge provider of advanced and specialized police training and executive development programs – provided training to over 2,000 members of Canadian law enforcement, criminal justice communities, and international clients through various venues including its two campuses located in Ottawa, Ontario and Chilliwack, British Columbia.

The CPC's specialized curriculum included a suite of over 50 individual courses and workshops related to a number of law enforcement disciplines including: Explosives Training; Forensic Identification; Investigative Training; Indigenous Policing; Leadership; Polygraph; and Technological Crime.

Due to growing demand, the College increased its cost recovery amounts from 50% to 70% in January 2020, thus positioning the institution to more effectively align its services with the evolving needs of the community. Moreover, the Course Delivery Prioritization Tool was successfully implemented during the year and has since become a fundamental piece in guiding the CPC's decisions. The tool has provided the CPC with the ability to make informed, evidence-based decisions by prioritizing the courses deemed most important to the community, as well as those with the highest degree of business value for the present and future needs of advanced and specialized police training.

Canadian Police Centre for Missing and Exploited Children

During the reporting period, the National Child Exploitation Crime Centre (NCECC), under the Canadian Police Centre for Missing and Exploited Children, received approximately 90,197 requests, complaints, and reports for assistance – a rise of 47% over the previous fiscal year. Moreover, the *Tougher Penalties for Child Sexual Predators Act* included legislative changes to enhance the effectiveness of the National Sex Offender Registry (NSOR), which allowed the collection of additional information from registered sex offenders. As of March 2020, the NSOR database contained over 53,000 child sex offender registrants. Assessments also continued to identify high-risk registrants to support better monitoring (e.g., for international travel purposes).

To address this continuing surge of requests, the Program focused on several initiatives to provide operational support and update its technological tools:

- The NCECC actively contributed to the International Child Sexual Exploitation Database, managed by INTERPOL, to further support investigations and minimize duplication of efforts;

- Significant efforts were made to enhance the overall functionality of [Canada's Missing website](#)^{xvii}, which contains current cases of missing persons and unidentified remains in Canada; and,
- Modernizations to the NSOR database were made to focus on the increasing number of registered sex offenders, new offender reporting obligations, and new information-sharing requirements with key law enforcement partners, all while improving functionality and data quality.

RCMP Specialized Technical Investigative Services

National Cybercrime Coordination Unit

The National Cybercrime Coordination (NC3) Unit, a new nationally delivered law enforcement service, reached its initial operating capability and began assisting law enforcement partners to address cybercrime. In the past, cybercrime reporting to police agencies was on a piecemeal basis and local agencies often could not grasp the full scope and severity of criminal activities. Consequently, resources allocated to cybercrime investigations were limited.

In 2019-20, the NC3:

- Engaged over 40 Canadian police agencies to establish partnerships to coordinate cybercrime investigations;
- Deployed a member to the Joint Cybercrime Action Task Force in the Netherlands, which helped establish partnerships with Europol countries and advanced international operations involving several Canadian municipal and provincial police agencies;
- Worked with the Canadian Centre for Cyber Security on operational frameworks to coordinate police and federal government responses to cyber threats; and,
- Worked with the Canadian Anti-Fraud Centre and the Canadian Digital Service to pilot a new website for victims of cybercrime and fraud to report these crimes to police.

Furthermore, the NC3 continued to support the goals of “The Connected RCMP” Digital Policing Strategy by providing capabilities to enhance investigative effectiveness of policing partners.

Air Services

Air Services continued to provide operational airborne support to front-line policing through six mission sets:

- Long-range mobility of prisoners and specialized teams;
- Rapid mobility of Emergency Response Teams;
- Discreet surveillance;
- Rotary wing mobility and specialized support;
- General domestic mobility to support operations; and,
- Mobility of police forces in remote coastal regions.

To meet increasing demands with the current fleet, Air Services used a mission critical prioritization system ranging from priority one to priority four. In 2019-20, Air Services fulfilled 99.6% of its priority one requests and 91% of its priority two requests, meeting its ultimate goal of enabling and supporting operations.

Protective Technical Services Branch

In 2019-20, the RCMP deployed new protective technologies to secure government facilities and assets from terrorist and other potential threats. Investments were made to modernize security infrastructure in various locations, which included the installation of new electronic and physical security systems. Progress was also made to identify new technologies to detect and counter threats posed by unmanned aerial systems. Additional program successes throughout the year included the:

- Evaluation and testing of video analytics technologies;
- Advancement of the RCMP's partnership with Shared Services Canada (SSC) including the provision of RCMP security infrastructure designs for several SSC locations; and,
- Designation and implementation of technology measures to support RCMP Protective Operations (for more information see the Federal Policing Core Responsibility).

Lastly, the Protective Technical Services Branch continued to maintain and update its existing infrastructure and equipment to ensure uninterrupted operations of electronic and mechanical physical security systems.

Technical Investigation Services

The RCMP's Technical Case Management Program (TCMP) provided advice and case management services to identify appropriate technical capabilities to support investigations, responding to 114 assistance requests from internal sources as well as external law enforcement agencies. The Program also led discussions with the Public Prosecution Services of Canada (PPSC) and Crown attorneys to further define how sensitive tools and techniques are applied across Canada. Such efforts helped the RCMP conduct effective and Charter-compliant investigations and resolved several complex disclosure challenges related to significant investigations, eliminating many of the post-charge questions the RCMP has been subject to in past years. Lastly, TCMP assisted in the development and delivery of the CPC's new Technical Court Expert Testimony course to prepare individuals to become expert witnesses and explain complex technological concepts in court.

Criminal Intelligence Service Canada

The Criminal Intelligence Service Canada (CISC), an inter-agency organization in Canada stewarded by the RCMP, collected and shared criminal intelligence amongst its 400 Canadian law enforcement partners. During the reporting period, CISC enhanced intelligence sharing between traditional law enforcement partners as well with non-law enforcement partners. Such efforts included:

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- The establishment of additional intelligence and enforcement sharing groups;
 - The integration of several government departments such as the Canada Border Services Agency (CBSA) and the Canada Revenue Agency (CRA) into existing information sharing groups;
 - The publication of several unclassified reports including a report on organized crime^{xviii} to inform public discourse; and,
 - Holding the first national symposium on organized crime and criminal markets for non-traditional law enforcement government partners.

These initiatives addressed the underlying goals of increasing transparency, developing alternative means of disruption, and enhancing the overall threat picture. Furthermore, CISC continued to develop a new information system and undertook proof of concept initiatives to replace its antiquated Automated Criminal Intelligence Information System to facilitate information sharing, collection, and analysis.

RCMP Departmental Security

The Departmental Security Branch (DSB) advanced the RCMP's Security Program in a number of areas, including security screening and governance. In addition, DSB has worked closely with the IM/IT Program to develop and design the Departmental Security Management System, a case management system to improve and evaluate program efficiency. An external portal for security screening applicants and renewals is a key element of the project. DSB also undertook a review of its internal governance; designing a modern governance model will enable the Program to execute its business strategy and improve strategic and operational decision-making.

What is more, the 2019-22 Departmental Security Plan (DSP) was approved and distributed to stakeholders and all employees of the RCMP through the internal Infoweb. The DSP identified strategic security risk management priorities and mitigation strategies for the next three fiscal years, all aligned to the goals identified in the RCMP's Vision 150. More specifically, the DSP has provided guidance to protect against both external and insider threats, in addition to enhancing RCMP security postures, all while implementing new Government of Canada initiatives such as Digital Government and Open Government.

Canadian Firearms Investigative and Enforcement Services

The National Weapons Enforcement Support Team (NWEST), a partnership between the RCMP and Canadian municipal and provincial police services, continued to support law enforcement efforts to counter firearms crime across Canada. In 2019-20, NWEST members assisted on firearms investigations and trained police and Crown attorneys on techniques to investigate and prosecute firearms offences. Examples during the reporting period included:

- The coordination of a firearms trafficking working group in Alberta to identify, target, and prosecute firearms traffickers;
- In partnership with the firearms industry, the production of an instructional video to detect signs of straw purchasing behaviour in retail stores – such as buying a firearm for

someone else – with the future intent of sharing with businesses for training purposes; and,

- The organization of a training conference in October 2019 for 47 participants (Canadian police and Crown attorneys) on illicit firearms manufacturing techniques (e.g., 3D printing and untraceable “ghost guns”), with nine personnel trained and qualified to issue Certificates of Analysis to reduce the attendance of peace officers in court.

The Canadian National Firearms Tracing Centre (CNFTC) assisted Canadian, American, and international police by providing an extensive firearms tracing service. Throughout the year, CNFTC reached out to Canadian law enforcement partner agencies to enhance awareness of how firearms tracing could be leveraged to advance their investigations. This program also maintained the Firearms Reference Table, conducted firearms identifications and inspections, and provided open source investigative support for police and regulatory (licensing and registration) purposes.

Firearms Licensing and Registration

The Firearms Licensing and Registration program continued to deliver timely and efficient application processing for clients of the firearms regulatory program, which included individuals, businesses, and law enforcement agencies in Canada. Over and above the core ongoing business for Chief Firearms Officers (CFOs) to issue, renew, revoke and refuse firearms licences for individuals and businesses – and approve shooting clubs and ranges – and for the Canadian Firearms Registry to register restricted or prohibited firearms, this program sought efficiencies and enhancements for client services and public safety.

In Western Canada, CFOs supported their public safety mandate and contributed to the integrated firearms trafficking working group led by NWest in Alberta. In the Prairies, the CFOs promoted firearms safety education in northern communities and supported the ongoing development of national standards on firearms deactivation and range safety. In Atlantic Canada, the Newfoundland and Labrador CFO collaborated with the Registry to identify nearly 200 individuals with an expired licence or revoked registration certificate and worked with the police to seize the firearms.

Key risks

In this current era of rapid technological change, there is an ongoing and urgent need to keep pace with the challenges faced by law enforcement and public safety partners in a digital and globalized world. Facilitated by innovative technology and expanding digital environments, criminality is becoming increasingly perimeter-less and is operating across international networks. To be effective, Canadian law enforcement agencies require sophisticated tools and timely access to the expertise and information necessary to investigate and prevent a broad range of criminal activities in an increasingly diverse landscape. The cost of keeping pace with evolving technology, emerging techniques, and the specialized expertise needed to counter the criminal application of these elements is extremely high and requires foresight, planning, and continuous investment.

Further, the forensic, digital, and specialized collection and analysis of evidentiary materials is an important prosecutorial and investigatory tool that contributes to the overall effectiveness and efficiency of the Canadian criminal justice system. Addressing delays in investigative processes and court proceedings will enhance public safety and improve the administration of justice for all Canadians. The sustainability and resourcing of National Police Services remains an ongoing challenge for all programs. Resolving these challenges will better allow the RCMP to support the efforts of law enforcement across the country to investigate, disrupt, and prevent crime.

Gender-based analysis plus

- Air Services considered GBA+ factors in all its operational environments, including current GBA+ accommodations on aircraft ergonomics, which were consistent with aviation industry best practices and design standards for certification. Furthermore, in program developments, such as new aircrew life support equipment (flight suits), GBA+ considerations ensured compatibility with gender and size requirements of RCMP personnel.
- Sensitive and Specialized Investigative Services (SSIS) undertook GBA+ analysis over the past year, including collecting and analyzing gender-disaggregated data. For instance, in 2019, the National Child Exploitation Crime Centre found that girls made up 62% of identified Canadian victims depicted in online child sexual exploitation material, demonstrating the gender-based nature of this crime. Similar, in many National Centre for Missing Persons and Unidentified Remains related cases, missing persons are women, including Indigenous women, while Behavioural Sciences Investigative Services includes various programs that are over-represented by female victims, such as serious violent crimes.
- The Canadian Police College's Forensic Identification Course (FIC) trains 90% of all forensic identification officers across Canada. Together with a major technological investment into the FIC program, instructional elements including GBA+ sensitive crime scenes and scenarios introduced the concepts of diversity, inclusiveness and understanding to new Forensic Identification Technicians in their foundational training.

Experimentation

- Biology Services at National Forensic Laboratory Services continued its planning work on implementing massively parallel sequencing (MPS), also known as next generation sequencing (NGS). The RCMP acquired an MPS instrument that allows for the interrogations of hundreds of regions of DNA at the same time. The objective is to provide clients with investigative information on physical appearance (e.g., hair and eye color prediction) and bio-geographic ancestry (major population groups for ethnicity prediction) of DNA samples of unknown origin, and to later expand that service to include information on identity (e.g., autosomal DNA and chromosome Y).

- The RCMP began training, implementation and delivery of the Online Child Exploitation Analytical Network (OCEAN) across Canada, which is a new evidence database and file management system. Once fully implemented, OCEAN will be used by Canadian law enforcement Internet Child Exploitation (ICE) units to improve workflow, report tracking, analytics, and automation related to reports of online child sexual exploitation. OCEAN will create efficiencies and enhance information sharing amongst domestic and international law enforcement.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
Canadian criminal investigations are enabled by specialized scientific, technical, and investigative services	Percentage of forensic laboratory service requests completed within the target time, by program ^{xxix}					
	Biology	85%	March 31, 2020	52%	42%	53% ^{xx}
	Toxicology	85%	March 31, 2020	61%	71%	47% ^{xxi}
	Firearms and Toolmark Identification	85%	March 31, 2020	74%	80%	86% ^{xxii}
	National Anti-Counterfeiting Bureau	85%	March 31, 2020	33%	49%	37% ^{xxiii}
	Trace Evidence	85%	March 31, 2020	74%	63%	63% ^{xxiv}
	Number and percentage of specialized technical investigative service requests received and actioned within the target service standard					
	National Child Exploitation Coordination Centre (NCECC)	80%	March 31, 2020	Not available	Not available	Not available ^{xxv}
	Air Services	100% / 90% ^{xxvi}	March 31, 2020	72%	Not available	90.6%
	Protective Technical Services	85%	March 31, 2020	Not available	Not available	TBC
	Chemical, Biological, Radiological and Nuclear Explosives (CBRNE) Operations	95% / 85% ^{xxvii}	March 31, 2020	Not available	Not available	TBC
	Technical Analysis Team	80%	March 31, 2020	Not available	46%	TBC
	Security Intelligence Background Section (SIBS) ^{xxviii}	100%	March 31, 2020	87%	100%	96%

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2019-20 Total authorities available for use	2019-20 Actual spending (authorities used)	2019-20 Difference (Actual spending minus Planned spending)
459,277,391	459,277,391	630,424,892	632,298,729	173,021,338

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2019-20 Actual full-time equivalents	2019-20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,533	3,645	112

Financial, human resources and performance information for the RCMP's Program Inventory is available in [GC InfoBase^{xxix}](#).

Contract and Indigenous Policing**Description:**

Under the Police Service Agreements, the RCMP provides policing services to the provinces (except Ontario and Quebec) and territories, as well as municipalities and Indigenous communities. These services include the general administration of justice consisting of the preservation of the peace, prevention of crime, and fulfilment of all duties as outlined under the laws of Canada or the laws of respective provinces and territories.

Results:**Provincial/Territorial Policing and Municipal Policing**

Through the Contract Management Committee, the RCMP has continued to engage, collaborate, and consult federal/provincial/territorial representatives on significant issues or proposals that have or may affect the governance, cost, quality or capacity of contract policing services.

Community Outreach and Well-being

The RCMP conducted community outreach and well-being work to support crime prevention and community wellness. These community-driven, community-paced and culturally sensitive efforts were focused on supporting the front line and serving communities, with the objective of building and enhancing trust while contributing to community resiliency. Consultations took place with communities to identify current local issues and challenges, with subsequent development of targeted initiatives and mitigation strategies tailored to the needs of each community. Some examples in 2019-20 included the collection of winter coats, ice skates, and art supplies that were sent to several communities and schools in Northern Manitoba, as well as the coordination and delivery of two large shipments of free toiletries to identified communities. Contract and Indigenous Policing also coordinated the delivery of targeted services and programming by local RCMP partners for rural and remote communities, based on community-identified needs including youth camps, awareness workshops, and community gatherings and events.

Contract and Indigenous Policing Operations Support

Response to COVID-19

The COVID-19 pandemic had a considerable impact on Canada and Canadians at the end of the 2019-20 fiscal year. The RCMP's National Operations Centre developed a mobilization plan to help support RCMP divisions across the country in an effort to ensure the RCMP strategically and efficiently mobilized resources nationally throughout this pandemic, as and when required. Contract and Indigenous Policing played a leadership role for the RCMP, helping to manage and coordinate an organizational response. Such work included the preparation and enactment of business continuity plans. A national command structure was implemented to provide a framework for the delivery of strategic, tactical, and operational control in response to the ongoing outbreak. This approach has thus far proven successful, supporting policing activity and providing plans, resources, and assistance in a strategic and timely manner, all while ensuring implicated RCMP stakeholders continued to be engaged.

Impaired Driving

The RCMP continued to support Canadian law enforcement agencies to enhance their ability to identify drug-impaired drivers through its national oversight of Drug Recognition Expert (DRE) training, standards, and certification events, and the development and updating of other drug-impaired driving training materials.

In 2019-20, the RCMP's National Traffic Services group successfully led 25 DRE certification events through which 387 new DREs were certified, bringing the total number of certified RCMP DREs to 1,233 (as of March 1, 2020). The RCMP National DRE Coordinating Office

coordinated and facilitated the training of CBSA instructors in Standardized Field Sobriety Testing (SFST). Moreover, in partnership with the provinces, 3,680 new officers from various police forces in Canada were trained in SFST and an additional 24 military police officers were also trained as SFST instructors.

Lastly, the DRE program developed a national training package for the Abbott SoToxa approved drug screening device. In December 2019, 42 master instructors were trained on the new device, with an additional 10 instructors in Nova Scotia and eight in Saskatchewan who attended separate sessions from the national training event. These initiatives helped ensure officers were well-equipped to keep impaired drivers off the roads, a key component of the RCMP's commitment to traffic safety and ensuring the safety of Canadians.

Indigenous Policing

To support and contribute to community safety and wellness objectives set out by Indigenous communities in 2019-20, the RCMP continued to:

- Develop and evaluate practical and culturally aware policing services for Indigenous communities;
- Engage and collaborate with Indigenous organizations and advisory bodies to ensure policies and programs reflect their needs; and,
- Support proactive and preventative initiatives tailored for specific communities.

Moreover, the RCMP worked to foster, promote, and encourage the recruitment, development, and retention of Indigenous people within the organization by: advancing reconciliation initiatives; developing and delivering cultural awareness training; taking part in community outreach; and participating in career presentations and job fairs, workshops, youth camps, the Indigenous Pre-Cadet Training Program, as well as other special events.

The RCMP also continued to support the development of the Government of Canada's Missing and Murdered Indigenous Women and Girls (MMIWG) National Action Plan by participating in consultations and engaging in dialogue on next steps with other federal departments, as well as Indigenous groups and advisory councils, including the organizations' employees. Additionally, the RCMP continued to assess the MMIWG National Inquiry Final Report's "Calls for Justice" (CFJ) against current activities. Changes are implemented where possible, but not all CFJs are strictly within the RCMP jurisdiction. Further, the response to the Final Report is being co-developed with Provinces and Territories and Indigenous people; the RCMP, along with the other government departments, is awaiting direction but has still undertaken significant work over the last several years that aligns with the Calls for Justice, as well as the *United Nations Declaration on the Rights of Indigenous People* and the Truth and Reconciliation Commission of Canada's "Calls to Action".

Force Generation

The RCMP calculates vacancy rates as part of its Regular Member (RM) Demand process on an annual basis to determine the need and allocation of new police officer graduates across the country. During 2019-20, a number of initiatives were undertaken to enhance transparency and consistency of the RM Demand process, which included clarifying terminology and enhancing contract partner engagement, along with formal attestations, which affected vacancy rates favourably.

The RCMP undertook several initiatives to increase the number of trained police officers available to meet its service delivery requirements. In recognition of the very competitive nature of the marketplace, a more targeted approach in its recruiting, advertising, and marketing initiatives was introduced to position the RCMP as an employer of choice among young adults. In addition, the RCMP supplemented the number of qualified candidates available as RMs by using the Experienced Police Officer and Lateral Cadet Training Programs, which expedited qualifications for police officers who already have experience in the field.

Assisted Application Training Program

A comprehensive recruiting initiative was implemented to attract Nunavummiut to opportunities in the organization, with a particular focus on the Inuit population. Known as the Assisted Application Training Program, delivered in Iqaluit, potential Inuit applicants were guided through the RCMP application process and received training to better support them in meeting minimum standards, all with a view to having them attend the RCMP Training Academy ("Depot") in Regina, Saskatchewan for training shortly thereafter. Information on the initiative's success will be available in the 2020-21 Departmental Results Report.

The preceding efforts were underway while an Integrated Assessment of the RCMP's National Recruiting Program was being conducted in 2019. The result of the assessment noted several areas where RM Recruitment could be improved to better identify sufficient numbers of quality applicants and ensure adequate recruiting resources are in place. In support of further improvements, an end-to-end review of the entire recruiting process is underway.

Prior to COVID-19, all troops at Depot continued to be filled several months in advance, with 1,280 cadets (or 40 troops of 32) enrolled in 2019-20. However, as a result of the unprecedented global pandemic and the new health concerns, Depot temporarily suspended training in March 2020 and sent 16 troops home prior to completing the program. The suspension delayed the entire training schedule, however, since June 2020 troops have been gradually returning to Depot. Depot anticipates graduating up to 16 troops for FY 2020-21 with the intent to increase numbers in future fiscal years thereafter; all within health authority directives.

Key risks

RCMP employees must engage with Indigenous peoples, communities, and employees to support positive reconciliation activities. Failing to provide engaged, culturally responsive, and distinction-based policing services could be interpreted as being inconsiderate of Indigenous communities and peoples in Canada, causing significant risk to reconciliation efforts.

Gender-based analysis plus

- The Modernization Strategy for Police and Public Safety Intervention Equipment is a GBA+ analysis which will underpin the selection of all equipment to ensure it is adjusted to the operator. Extensive research and evaluation will continue to consider the diverse needs of RCMP personnel and ultimately inform future decisions about equipment and training, thereby ensuring optimal performance and safety for all RCMP members.
- RCMP recruitment modernization efforts have included a review of existing mandatory applicant requirements – which may include, for example, possessing a driver's licence, the ability to relocate across Canada, and the ability to work full-time hours – as these may have differential impacts on some groups and result in a less diverse applicant pool. Early results from this review led to the elimination of the driver's licence requirement for applicants in northern communities. Additional analysis is underway to determine if further modifications to these requirements could result in a more diverse applicant pool.

Experimentation

- **Geographical Information System (GIS):** Using collaborative academic partnerships, Contract and Indigenous Policing's Operational Research Unit continued to examine operational data and conduct research studies on emerging issues in front-line policing. This research provides an evidence-base for sound decision-making and improvements to operational policy, training, equipment, and standards. The unit also continued to leverage GIS technology to visualize operational data, improve situational awareness, and assist the organization in conducting ongoing risk analysis, assessing operational readiness, and determining future training and equipment needs.
- **Electronic Major Case Management Next Generation:** In 2019-20, Contract and Indigenous Policing announced the selection of a new electronic major case management (eMCM) application, the beginning of a multi-year project which will provide a centralized electronic solution to better support police operations in managing major cases.
- **Modernization Strategy for Police and Public Safety Intervention Equipment:** In 2019-20, Operational Readiness and Response developed a strategy to modernize safety intervention equipment to meet the varying requirements of the RCMP's demographics, all while ensuring members have options that optimize their ability to fulfil their duties

safely and effectively. The RCMP will employ a modern, standardized, real-time approach to evaluating officer safety equipment and is moving towards proactive approaches to keeping members and all Canadians safe.

- **Android Team Awareness Kit (ATAK) Proof of Concept:** ATAK/WinTAK is an advanced “government off-the-shelf” software distributed for installation on mobile devices, such as smartphones and tablets, to provide real-time situational awareness information. Contract and Indigenous Policing has completed a proof of concept on the software, which has demonstrated it is a scalable, flexible, and adaptable solution. ATAK/WinTak has the capacity to meet current and future requirements to respond to and manage critical incidents or significant events at the local operational level and also for broader provincial, national, and international incidents.
- **Post-Traumatic Stress Disorder Study:** The University of Regina was conducting a study of cadets at the RCMP Academy, Depot Division, to better understand the impacts of Post-Traumatic Stress Disorder (PTSD) and operational stress injuries. This study will follow new police officers as they move from the Academy and into fieldwork for a period of up to 10 years, using both physiological and psychological measures and state-of-the-art hardware – such as an iPhone, Apple Watch, and continuous heart monitoring hardware – as well as an approach modelled on cognitive behavioural therapy to examine the effects of an evidence-based clinical resiliency program. This project will allow for a better understanding of how exposure to traumatic events and stress affect police officers, and will help to identify any new psychological training requirements and mental health related policies and practices that will need to be developed. The initial data collection of approximately 130 cadets was halted as a result of the closure of Depot in March 2020, but it will resume once training begins anew. The project is still underway with 350 RCMP members in the field and the first report is expected in December 2020.

United Nations’ 2030 Agenda and Sustainable Development Goals

Goal 5: Achieve gender equality and empower all women and girls

Goal 16: Promote just, peaceful and inclusive societies

- In support of “It’s Time: Canada’s Strategy to Prevent and Address Gender-Based Violence”, the Vulnerable Persons Unit (VPU) designed and developed the Cultural Awareness and Humility course, in collaboration with the RCMP Learning and Development section and in consultation with internal and external stakeholders. The course was designed to enhance awareness of self and others, ensure understanding of Canadian laws and RCMP policies, and to recognize and apply a culturally informed approach.
- VPU also helped facilitate presentations at the RCMP’s Training Academy at Depot and in several high risk communities on sexual exploitation, human trafficking, and harm reduction.

- In collaboration with the RCMP's National Child Exploitation and Coordination Centre, the Human Trafficking National Coordination Centre, and the RCMP MMIWG Inquiry Team, the VPU made arrangements for a rock musical that focuses on education and awareness related to human trafficking to be performed across Canada.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
The RCMP provides agile, effective, and efficient contract policing services	RCMP weighted clearance ^{xxx} rate across contract policing jurisdictions	64.5	March 31, 2020	36.91	36.6	TBC
	Percentage of RCMP resources deployed to emergency situations in accordance with Article 9 of the Police Service Agreements within established service standards	Tier 1 ^{xxxi} 85% Tier 2 ^{xxxii} 95%	March 31, 2020	Not available ^{xxxiii}	Not available ^{xxxiv}	Not available ^{xxxv}
	Percentage of surveyed Canadians within contract policing jurisdictions who agree with the statement "I feel safer because of the RCMP"	80%	March 31, 2020	Not available	70%	64%

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2019-20 Total authorities available for use	2019-20 Actual spending (authorities used)	2019-20 Difference (Actual spending minus Planned spending)
1,519,388,210	1,519,388,210	2,425,236,430	2,323,589,318	804,201,108

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2019-20 Actual full-time equivalents	2019-20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
17,689	18,435	746

Financial, human resources, and performance information for the RCMP's Program Inventory is available in [GC InfoBase^{xxxvi}](#).

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. These service categories are:

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

Results:**Action, Innovation and Modernization**

Vision 150 and the Action, Innovation and Modernization (AIM) office both support the Commissioner's mandate to transform the RCMP. AIM works with partners across the organization to advance initiatives and address systemic barriers to change through an evidence-based approach. Fostering an inclusive environment is at the heart of AIM's work, which is also aligned with the Government's broader priority of diversity and inclusion.

In 2019-20, AIM:

- Developed and managed a professional services contracting vehicle to support the RCMP in achieving modernization objectives by providing access to external expertise in a range of areas including recruitment, strategic planning, performance measurement, crime mapping, digital policing, and more;
- Established the National Innovation Network and held three meetings during the reporting period to help establish a culture of innovation at the RCMP;
- Initiated an internal program to align with the Innovative Solutions Canada (ISC) Program to collaborate with business lines across the RCMP to develop, publish, and award an ISC Challenge in 2020-21, helping Innovation, Science and Economic Development Canada (ISED) meet their mandate for this program; and,
- Provided centralized advice and support on the application of GBA+ across the RCMP including providing GBA+ advice to the RCMP Senior Executive Committee.

Diversity and Inclusion

The RCMP actively worked to enhance alignment with the Government of Canada's diversity and inclusion initiatives including the Accessibility Strategy as well as new pay equity legislation. Moreover, the delivery of inclusive police services was emphasized in training materials for front-line members. To ensure a comprehensive approach, representatives from employment equity groups and the Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Two-Spirit (LGBTQS2+) community were engaged in shaping the RCMP's first Equity, Diversity and Inclusion Strategy. The integrated approach in the strategy provides a strong foundation to advance diversity and inclusion work across the organization, addressing workplace barriers common to diverse groups of employees and Canadian residents, and ensuring equitable access to career development and advancement opportunities.

Support for Transgender, Non-Binary and Two-Spirit Employees

In 2019-20 the RCMP developed a guide to support Transgender, Non-Binary and Two-Spirit employees (TNB2S), in consultation with internal and external individuals and organizations. It provides guidance on creating an inclusive workplace for TNB2S employees by discussing: roles and responsibilities of all employees; barriers, key issues and considerations to ensure RCMP policies and practices are inclusive of TNB2S people; and practical information to help TNB2S employees – and their managers – navigate through processes to change their lived gender identity at work.

In addition to these efforts, the organization worked on the incorporation of inclusive design elements into new and existing RCMP physical environments. Furthermore, the RCMP is committed to strengthening its relationship with Indigenous peoples in Canada through engagement, collaboration, and co-development, ensuring its actions and outcomes were meaningful to First Nations, Inuit, and Métis peoples.

Professional Responsibility Sector

The RCMP is committed to fostering a healthy workplace free of harassment, discrimination, and other forms of disrespectful behaviour. In support of this priority, a new and modernized approach to harassment resolution was designed, with approval granted in March 2020 by the Senior Executive Committee. The changes strive to increase impartiality and reduce fear of reprisal or perceptions of conflict of interest and bias. The RCMP collaborated with internal and external stakeholders in preparation of the implementation of changes to the Canada Labour Code and Regulations resulting from *Bill C-65, An Act to amend the Canada Labour Code (harassment and violence)*. The Professional Responsibility Sector (PRS) also consulted extensively with other departments, bargaining agents, the Management Advisory Board, senior executives, and various internal partners to improve the harassment resolution process for the RCMP. These changes were established to strengthen accountability and to promote internal and public confidence.

Occupational Safety

The launch of the Occupational Safety Strategy was deferred as work continued to identify a funding source. However, the RCMP Occupational Safety Program continued to advance its alignment with the strategy by focusing on promoting a safe workplace for all employees and reducing psychological injuries and illnesses. Key preventative programs for higher risk areas were of primary importance: range safety; respiratory protection; hearing conservation; violence and harassment prevention; and ergonomics. Furthermore, an education and awareness campaign on the importance of workplace inspections was launched in 2019-20 to support and strengthen the safety culture of the RCMP.

Additionally, the Support for Operational Stress Injury (SOSI) Program provided a safe and confidential process where employees and veterans could seek information and peer support in relation to operational stress injuries, without stigmatization or fear of a negative impact on their employment. SOSI has directly supported in excess of 900 employees and veterans who have reached out to the program seeking assistance and information to manage their psychological injuries and/or illnesses.

Employee Well-being

Implementation of a Disability Case Management System was underway and its completion was scheduled for summer 2020. Configuring the system to the RCMP's unique environment contributed to a longer implementation timeframe than initially anticipated. In addition, the organization will maintain its commitment to the Auditor General of Canada to develop a performance measurement and monitoring framework to track the RCMP's Employee Well-being Strategy. The framework will include specific performance indicators and responsibilities for collecting, maintaining, analyzing, and reporting on performance information, with results used to evaluate the effectiveness of the RCMP's current and future well-being initiatives.

Workforce of the Future

Human Resources launched a “Workforce of the Future” initiative, focused on identifying and defining the skills and capabilities that will be required to keep pace with the evolving nature of policing. Through numerous workshops involving key operational program areas, several opportunities were identified to better position the RCMP in the future, including key workforce planning considerations, the need for attraction and retention strategies, and sustainable HR processes. This work is a critical component of the RCMP’s People Strategy, a foundational pillar of Vision 150.

Recognizing that a greater diversity in skills, languages, and experiences will better support current and future program delivery, Human Resources also continued to work on the Civilian Investigator Project. A reconsideration of resourcing strategies was underway to employ civilians in roles historically held by police officers, including economic and cybercrime investigations, as well as positions requiring highly specialized knowledge, often of a technical nature.

Gender-based analysis plus

- In 2019-20, AIM led a project to update the RCMP uniform and dress policy to reflect diversity and inclusion priorities, including the removal of binary gender. Opportunities were identified to enhance reconciliation efforts, and a national survey was developed on the operational uniform to identify the fit and functional needs of a diverse workforce. Results from the survey will inform a pilot to identify new operational uniform items, including pants, shirts, faith-based headdresses and other items.
- In December 2019, the RCMP’s Senior Executive Committee adopted the findings from the GBA+ of the Awards and Recognition Policy. As such, the RCMP Awards and Recognition program will recognize all forms of leave without pay – such as parental leave – towards eligibility for the RCMP’s Long Service Award. This change in policy will also be applied to previously excluded Regular Members. Further analysis will be undertaken to identify additional opportunities to modernize eligibility and selection for RCMP awards, such as with the Commissioner’s Commendation Award.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2019-20 Total authorities available for use	2019-20 Actual spending (authorities used)	2019-20 Difference (Actual spending minus Planned spending)
567,011,382	567,011,382	828,063,299	683,613,112	116,601,730

Human resources (full-time equivalents)

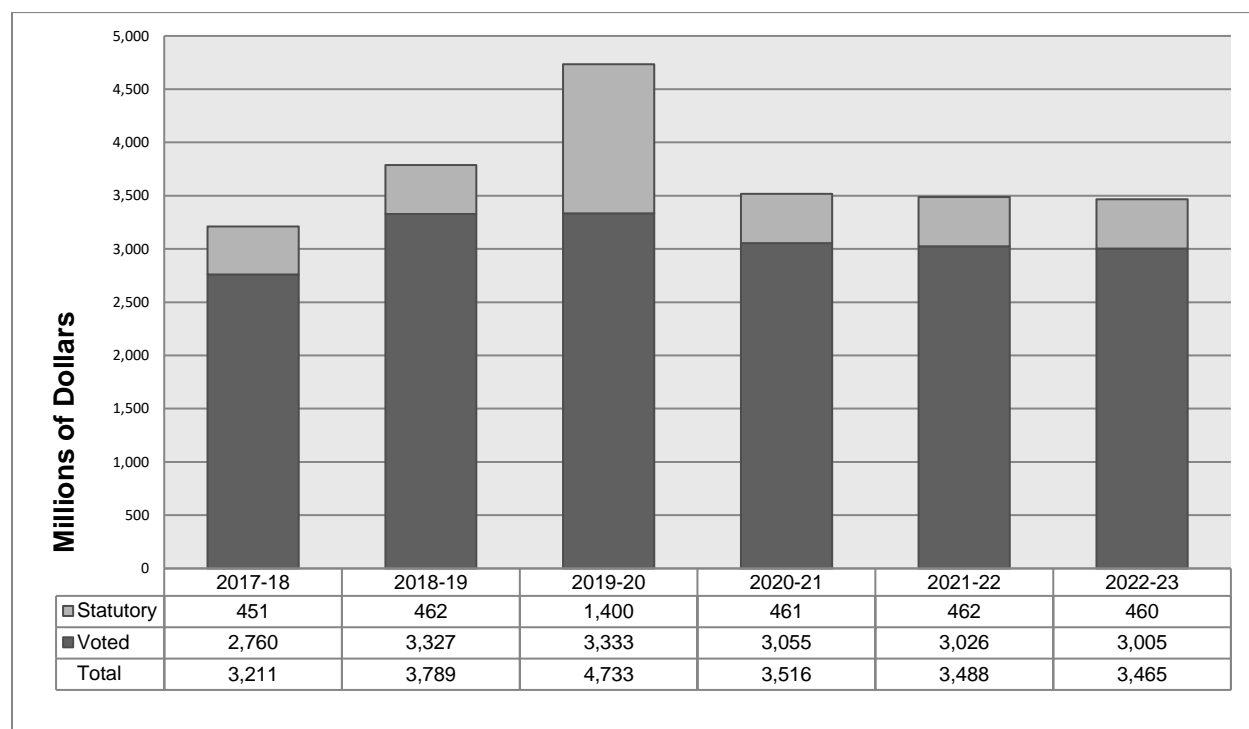
2019-20 Planned full-time equivalents	2019-20 Actual full-time equivalents	2019-20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,630	3,863	233

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

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



Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2021-22 Planned spending	2019-20 Total authorities available for use	2017-18 Actual spending (authorities used)	2018-19 Actual spending (authorities used)	2019-20 Actual spending (authorities used)
Federal Policing	881,186,121	881,186,121	870,180,294	868,632,661	1,153,350,350	914,360,618	1,013,748,334	1,093,472,764
National Police Services	459,277,391	459,277,391	499,529,677	491,695,299	630,424,892	411,786,259	533,351,135	632,298,729

Core responsibilities and Internal Services	2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2021-22 Planned spending	2019-20 Total authorities available for use	2017-18 Actual spending (authorities used)	2018-19 Actual spending (authorities used)	2019-20 Actual spending (authorities used)
Contract and Indigenous Policing	1,519,388,210	1,519,388,210	1,548,098,203	1,563,415,952	2,425,236,430	1,361,006,931	1,639,533,114	2,323,589,318
Budget Implementation vote – unallocated authorities ^{xxxvii}					7,978,562			
Subtotal	2,859,851,722	2,859,851,722	2,917,808,174	2,923,743,912	4,216,990,234	2,687,153,808	3,186,632,583	4,049,360,811
Internal Services	567,011,382	567,011,382	598,707,798	564,376,773	828,063,299	523,830,082	602,595,845	683,613,112
Total	3,426,863,104	3,426,863,104	3,516,515,972	3,488,120,685	5,045,053,533	3,210,983,890	3,789,228,428	4,732,973,923

The RCMP's actual spending was \$1,306.1 million or 38% higher than the planned spending identified in the 2019-20 Departmental Plan. This variance is primarily attributed to increased Government contributions to the RCMP Pension Plan. More specifically, in 2019-20, the Government of Canada made a one-time credit of \$956 million to the RCMP Pension Plan to eliminate an actuarial shortfall identified in the Office of the Superintendent of Financial Institutions' most recent actuarial valuation of the plan.

Additionally, the RCMP received incremental funding throughout the year which was not included in the Departmental Plan, namely to:

- maintain frontline operations as announced in Budget 2019;
- increase Contract Policing services provided to provinces, municipalities, and Indigenous communities; and,
- address rising disability pension payments under the RCMP's grant to compensate Members Injured in the Line of Duty.

In 2019-20, the RCMP also continued to experience increases in non-discretionary expenditures related to occupational and supplemental health and dental costs for members of the RCMP. The RCMP also continued claim payments related to the Merlo-Davidson settlement agreement.

Actual spending for the RCMP was \$943.7 million or 25% higher in 2019-20 when compared to 2018-19. This is mainly comprised of increases in: Gross Operating Expenditures of \$49.8 million; Grants and Contributions of \$43.1 million; and Statutory Expenditures related to Employee Benefit Plan (EBP) costs of \$956.2 million. These expenditures were partially offset

by increased vote netted revenues of \$41.7 million and reductions in Capital Expenditures of \$44.8 million.

As mentioned, the increase in annual expenditures is primarily attributed to the one-time increase in Government contributions to the RCMP Pension Plan. Additionally, there was a \$42.9 million increase in expenditures incurred for the Grant to compensate members of the RCMP for injuries received in the performance of their duties.

These increases are partially offset by reduced expenditures for initiatives that sunset in 2018-19, such as; the final phase of the construction of the RCMP's National Forensic Laboratory Services facility in Vancouver, and the one-time security measures in support of Canada hosting the 2018 G7 Summit.

The RCMP's expenditures will continue to increase in the coming years. The planned increases are the result of funding recently announced in the Economic and Fiscal Snapshot 2020 to support and enhance the RCMP. This funding will help address critical resource pressures related to police operations, information management and technology, and enabling services such as human resource management and training. In addition, it will help strengthen accountability, and improve the harassment resolution process.

Collective bargaining is currently underway for unionized Regular Members, Special Constables and Reservists and will result in increased departmental expenditures. However, until a collective agreement is signed and approved by Treasury Board or an arbitral award is rendered, the magnitude of those expenditures cannot be accurately forecasted.

2019-20 Budgetary actual gross spending summary (dollars)

Core responsibilities and Internal Services	2019-20 Actual gross spending	2019-20 Actual gross spending for specified purpose accounts ^{xxxviii}	2019-20 Actual revenues netted against expenditures	2019-20 Actual net spending (authorities used)
Federal Policing	1,101,743,530	-	(8,270,766)	1,093,472,764
National Police Services	660,549,757	-	(28,251,028)	632,298,729
Contract and Indigenous Policing	3,984,539,394	-	(1,660,950,076)	2,323,589,318
Subtotal	5,746,832,681	-	(1,697,471,870)	4,049,360,811
Internal Services	692,140,353	-	(8,527,241)	683,613,112
Total	6,438,973,034	-	(1,705,999,111)	4,732,973,923

The RCMP's 2019-20 Actual Gross Spending was \$6.44 billion and it collected \$1.71 billion in vote netted revenues, for a total net spending of \$4.73 billion. The vote netted revenues are

largely related to the provision of Contract Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. It also includes revenues related to the provision of protective services on Parliament Hill, the provision of DNA analysis through biology casework analysis agreements with provinces and territories, pension administration, and training provided by the Canadian Police College.

The RCMP's Departmental Plan included \$1.7 billion of vote netted revenue authorities in 2019-20, and actual revenues collected were \$1.7 billion.

Revenues collected in 2019-20 increased by \$42 million or 3% in comparison to 2018-19. The increase is largely attributable to Contract Policing services, partially offset by decreases to revenues collected from the Parliamentary Protective Service.

Actual human resources

Human resources 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 Planned full-time equivalents	2019-20 Actual full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents
Federal Policing	5,119	5,213	5,215	5,176	5,027	5,030
National Police Services	3,451	3,459	3,533	3,645	3,784	3,813
Contract and Indigenous Policing	17,547	17,583	17,689	18,435	18,519	18,519
Subtotal	26,117	26,255	26,437	27,256	27,330	27,362
Internal Services	3,438	3,615	3,630	3,863	3,770	3,770
Total^{xxxix}	29,555	29,870	30,067	31,119	31,100	31,132

In 2019-20, The RCMP had identified planned Full-Time Equivalents (FTEs) of 30,067; the organization ended the fiscal year with 31,119 FTEs, representing a variance of 1,052 FTEs or 3%.

During the year, the RCMP changed the manner in which it tracked FTEs on Maternity or Maternity/Paternity leave. As a result, some of these FTEs were not included in the 2019-20 Departmental Plan, therefore understating the planned FTEs. When factoring the change in methodology, an increase of 536 FTEs or 2% represents a more accurate increase in comparison to the 2019-20 Departmental Plan. Comparatively, the RCMP increased its FTEs by 733 or 2% from 2018-19.

The increases in FTEs were primarily in Contract Policing services provided to provinces, municipalities, and Indigenous communities. Other increases were in enabling functions such as Human Resources and Departmental Security, in support of increased operational resources.

The RCMP's human resources are expected to continue to increase marginally over the coming years. The majority of this growth is expected in the Contract Policing program, with minimal growth in programs that support recruiting, security screening, information management and information technology, and training.

Expenditures by vote

For information on the RCMP's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019-2020](#).^{xi}

Government of Canada spending and activities

Information on the alignment of the RCMP's spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).^{xli}

Financial statements and financial statements highlights

Financial statements

The RCMP's financial statements (unaudited) for the year ended March 31, 2019, are available on the [departmental website](#).^{xlii}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019-20 Planned results	2019-20 Actual results	2018-19 Actual results	Difference (2019-20 Actual results minus 2019-20 Planned results)	Difference (2019-20 Actual results minus 2018-19 Actual results)
Total expenses	5,410,440,000	6,728,234,000	5,659,513,000	1,317,794,000	1,068,721,000
Total revenues	1,781,584,000	1,695,396,000	1,495,858,000	(86,188,000)	199,538,000
Net cost of operations before government funding and transfers	3,628,856,000	5,032,838,000	4,163,655,000	1,403,982,000	869,183,000

Condensed Statement of Financial Position (unaudited) as of March 31, 2020 (dollars)

Financial information	2019-20	2018-19	Difference (2019-20 minus 2018-19)
Total net liabilities	1,166,001,000	1,064,493,000	101,508,000
Total net financial assets	862,057,000	778,137,000	83,920,000
Departmental net debt	303,944,000	286,356,000	17,588,000
Total non-financial assets	1,863,323,000	1,774,562,000	88,761,000
Departmental net financial position	1,559,379,000	1,488,206,000	71,173,000

Additional information

Organizational profile

Appropriate minister: The Honourable William Sterling Blair, P.C., M.P.

Institutional head: Commissioner Brenda Lucki

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instruments:

- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Enhancing Royal Canadian Mounted Police Accountability Act*
- *Royal Canadian Mounted Police Pension Continuation Act*

Year of incorporation / commencement: 1873

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 [RCMP's website](#).^{xliii}

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).^{xliv}

Reporting framework

The RCMP's Departmental Results Framework and Program Inventory of record for 2019-20 are shown below.

Departmental Results Framework	Core Responsibility 1: Federal Policing		Core Responsibility 2: National Police Services		Core Responsibility 3: Contract and Indigenous Policing		Internal Services	
	Departmental Result: Threats to the safety and security of the people of Canada and Canadian interests are detected, prevented, denied and responded to	Indicator: Percentage of National Security, Serious and Organized Crime and Financial Crime investigations opened and cleared	Departmental Result: Canadian criminal investigations are enabled by specialized scientific, technical and investigative services	Indicator: Percentage of forensic laboratory service requests completed within target time, by program: - Biology - Toxicology - Firearms and Toolmark Identification - National Anti-Counterfeiting Bureau - Trace Evidence	Departmental Result: The RCMP provides agile, effective and efficient contract policing services	Indicator: RCMP weighted clearance rate across contract policing jurisdictions		
		Indicator: Percentage of incidents that impact protected persons, sites, major events and Canadian air carriers				Indicator: Percentage of RCMP resources deployed to emergency situations in accordance with Article 9 of the Police Service Agreements within established service standards		
		Indicator: Percentage of International Policing activities that contributes to law enforcement operations against criminal threats to Canadian safety and security				Indicator: Percentage of surveyed Canadians within contract policing jurisdictions who agree with the statement "I feel safer because of the RCMP"		
		Indicator: Percentage of International Policing activities that contributes to enhanced law enforcement skills and capacity abroad through peace operations and capacity building missions						

Program Inventory	Program: Federal Policing Investigations	Program: Canadian Firearms Investigative and Enforcement Services	Program: Provincial/Territorial Policing
	Program: Intelligence	Program: Criminal Intelligence Service Canada	Program: Municipal Policing
	Program: Protective Services	Program: Forensic Science and Identification Services	Program: Indigenous Policing
	Program: Federal Policing Prevention and Engagement	Program: Canadian Police College	Program: Force Generation
	Program: International Policing	Program: Canadian Police Centre for Missing and Exploited Children	Program: Contract and Indigenous Policing Operations Support
	Program: Federal Operations Support	Program: RCMP Specialized Technical Investigative Services	
	Program: Governance	Program: RCMP Departmental Security	
		Program: RCMP Operational IM/IT Services Program: Firearms Licensing and Registration	

Supporting information on the program inventory

Financial, human resources, and performance information for the RCMP's Program Inventory is available in [GC InfoBase](#).^{xlv}

Supplementary information tables

The following supplementary information tables are available on the [RCMP's website](#).^{xlvi}:

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs of \\$5 million or more](#)
- ▶ [Gender-based analysis plus](#)

-
- ▶ [Response to parliamentary committees and external audits](#)
 - ▶ [Actual results on workplace wellness and diversity](#)

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](#).^{xlvii} 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

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Action, Innovation and Modernization
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Ottawa, ON K1A 0R2
RPP_DPR-RPP_RMR@rcmp-grc.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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department 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 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 quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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 2019-20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A 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.

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 For more information on the Financial Action Task Force, visit <https://www.fatf-gafi.org/>

ⁱⁱ Federal Policing operates in an increasingly complex and evolving criminal landscape, which leads to investigations that are multifaceted and often multi-year in duration. Cyber-related occurrences, which are often connected to various types of crime (e.g., financial crime, organized crime), continue to increase annually. The RCMP has identified a need for additional dedicated cybercrime investigational capacity to address the growing workload.

ⁱⁱⁱ In 2017-18, only Tier 1 (T1) and Tier 2 (T2) project-based National Security (NS), Serious and Organized Crime (SOC), and Financial Crime (FC) investigations cleared were tracked.

^{iv} In 2018-19, 84% of RCMP Federal Policing NS T1 and T2 investigations were ongoing.

^v In 2016-17, only T1 and T2 project-based NS, SOC, FC investigations cleared were tracked.

^{vi} In 2018-19, 79% of RCMP Federal Policing SOC investigations were ongoing.

^{vii} In 2017-18, only T1 and T2 project-based NS, SOC, FC investigations cleared were tracked.

^{viii} In 2018-19, 90% of RCMP Federal Policing FC T1 and T2 investigations were ongoing.

^{ix} In 2018-19, only T1 and T2 project-based NS, SOC, FC investigations cleared were tracked.

^x In 2019-20, 100% of RCMP Federal Policing NS T1 and T2 investigations were ongoing. As National Security files are very complex, all occurrences opened in 2019-20 were ongoing, with investigations continuing into the 2020-21 fiscal year.

^{xi} In 2019-20, 88.2% of RCMP Federal Policing SOC T1 and T2 investigations were ongoing.

^{xii} In 2019-20, 66.6% of RCMP Federal Policing FC T1 and T2 investigations were ongoing.

^{xiii} Due to collection methodology, this result reflects the number of incidents that impacted protected persons, sites, government-led events and Canadian air carriers.

^{xiv} Due to a number of methodological challenges, it was not possible to provide a reliable and valid response to this indicator for 2019-20. Given these limitations, any number provided would not present a true picture of the performance of protective policing efforts. Efforts are underway to revisit this measure, including the clarification of definitions and data collection methodology, to ensure that Protective Policing is best positioned to tell a reliable and meaningful performance story for 2020-21.

^{xv} This result stems from two separate surveys, one for LOs and one for Peace Officers. Of the respondents, 24% neither agreed nor disagreed (with only 4% disagreeing). This is likely the result of several respondents being on mission for a short period of time and subsequently were not in the position long enough to speak to the enhancements of law enforcement skills and capacity abroad. This survey will be revised in future reporting years.

^{xvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xvii} Canada's Missing website, <https://canadasmissing.ca/index-eng.htm>

^{xviii} For more information, please visit <https://cisc-scrs.gc.ca/media/2019/2019-12-06-eng.htm>

^{xix} The results shown represent routine requests only and do not take into account priority requests for service that receive expedited processing based on an evaluation by the National Forensic Laboratory Services Forensic Assessment Centre and client consultation.

^{xx} Despite the nine-week suspension of non-violent offences as a mitigating measure, the results were affected by the Surrey laboratory transition that reduced the DNA processing capacity to two sites.

^{xxi} The results were affected by the Surrey laboratory transition and Drug Impaired Driving (DID) training commitments and implementation.

^{xxii} While it appears that the result was met, it is important to note that a nine-week suspension of non-violent offences was implemented as a mitigating measure for the Surrey laboratory transition. Furthermore, increased demand was observed despite the suspension.

^{xxiii} Despite a 7.6% decrease in the number of service requests received in 2019-20, the results were affected by a reduction in capacity in this small science program (2 employees on parental leave, 1 employee on a gradual return to work, 1 resignation, 2 new hires in training and 2 employees cross-trained in another expertise, e.g., payment cards and travel documents). Specialists are initially trained in currency examination before being trained in a second expertise.

^{xxiv} The results were affected by a reduction in capacity of 1 FTE (gunshot residue) in this small science program.

^{xxv} Due to operational capacity, the program area was unable to provide results information for the 2019-20 fiscal year. It should be noted that the RCMP's National Child Exploitation Crime Centre received approximately 90,197

requests, complaints, and reports for assistance during the reporting period – a rise of 47% over the previous fiscal year.

^{xxvi} The target for airborne law enforcement services involving an active, imminent or possible threat to a member of the general public that are actioned is 100%. The target for operational responses to Priority 1 and 2 requests responded to within 90 minutes (during core business hours) and 180 minutes (after business hours) is 90%.

^{xxvii} The target for requests for services that are responded to within 2 hours of receipt in the National Capital Region (NCR) is 95%. The target for requests for services that are responded to within 72 hours outside of the NCR is 85%.

^{xxviii} Service standards were renegotiated in 2018-19. The results from 2015-16 to 2017-18 are based on previous service standards of annual input and output.

^{xxix} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xxx} The weighted clearance rate was developed to address the limitation of a total clearance rate, as overall totals are dominated by high-volume, less-serious offences. The weighted clearance rate assigns values to crimes according to their seriousness, with more serious crimes being given a higher statistical “weight”. The weighted clearance rate is expressed as a percentage.

^{xxxi} Tier 1 deployments are considered unplanned/immediate deployments under Article 9, such as those related to forest fires.

^{xxxii} Tier 2 deployments are considered pre-planned deployments related to large-scale protests.

^{xxxiii} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2020-21 fiscal year.

^{xxxiv} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2020-21 fiscal year.

^{xxxv} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2020-21 fiscal year.

^{xxxvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xxxvii} In 2019-20 the RCMP received funding within various Budget Implementation Votes, and the amount quoted for Total Authorities Available for use is the unaccessed funding for the Anti-Money Laundering Initiative, in addition to amounts frozen for Employee Benefits Plan.

^{xxxviii} The RCMP does not have any specified purpose accounts with authority codes that start with "K".

^{xxxix} Totals may not add up due to rounding.

^{xl} Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

^{xli} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xlii} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>

^{xliii} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>

^{xliv} Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>

^{xlv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xlvi} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>

^{xlvi} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>