

Royal Canadian Mounted Police

2021-22

Departmental Plan

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Minister of Public Safety and Emergency Preparedness

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Departmental Plan 2021-22

ISSN 2371-6282

Catalogue PS61-33E-PDF

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From the Minister

As Canada's Minister of Public Safety and Emergency Preparedness, I am pleased to present to Parliament the Royal Canadian Mounted Police's (RCMP) Departmental Plan for the 2021-22 fiscal year.

The RCMP is a complex and multi-faceted police service that provides national policing services, local and provincial / territorial police services, and critical support to other public safety organizations throughout Canada by means of such services as its Forensic Laboratories, the Canadian Police Information Centre, and the Canadian Police College.



Important challenges in the year ahead are detailed in this Departmental Plan. A critical focus of the RCMP's upcoming work is to become an even more reliable and trusted policing service in the eyes of all Canadian residents. In the coming year, the RCMP will continue pursuing its important modernization goals as articulated in the Vision 150, a five-year plan comprised of four pillars: Our People; Our Culture; Our Stewardship; and Our Policing Services.

The RCMP will continue to receive important recommendations from the independent civilian Management Advisory Board, a panel of distinguished Canadians who will help the organization improve and provide even more effective and equitable policing services to all Canadians.

In closing, I wish to thank all RCMP employees who continue to make important contributions to the safety and security of Canada and Canadians, often in very challenging circumstances.

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

Plans at a glance

For nearly 150 years, the RCMP has been Canada's national police service. From coast to coast to coast, at the community, provincial/territorial and federal levels, as well as internationally, we are mandated to prevent crime, investigate offences, enforce the law, and ultimately keep Canada's population, and Canada's interests, safe and secure.

As the RCMP moves toward its 150th anniversary in 2023, we're working to renew, refresh and modernize our organization. Vision 150 (V150) is the articulation of the RCMP's modernization mandate and is composed of four pillars to guide RCMP's modernization efforts:

- **Our People:** Building a healthy, diverse and professional workforce
- **Our Culture:** Achieving a modern, trusted and inclusive RCMP
- **Our Stewardship:** Establishing innovative and effective governance to support a well-functioning organization
- **Our Police Services:** Keeping Canada safe through leading-edge policing

Over the course of 2020-21, the RCMP developed a strategic plan, which supports V150 with three key outcomes: (1) The RCMP is a healthy and inclusive organization that provides modern policing services; (2) RCMP culture is characterized by respect for diversity and the contributions of all employees; and (3) Employees, communities, partners, and other stakeholders have trust and confidence in the RCMP. This work was informed by the development of an environmental scan and a corporate risk profile and sets the RCMP's vision and strategy for the foreseeable future. The strategic plan, developed through extensive consultation, ensures clients, partners, and stakeholders understand the forward direction of the RCMP.

Some of the specific initiatives that we will be undertaking in 2021-22 include the following.

Our People

To support a healthy and professional workforce, the RCMP will establish in Winter 2021 the Independent Centre for Harassment Resolution, comprised of full-time employees who will report centrally under the Chief Administrative Officer.

In addition, collective bargaining discussions have begun with the National Police Federation to establish an initial collective agreement for Regular Members and Reservists. Preparation is also underway to undertake negotiations with the Canadian Union of Public Employees with the view of establishing an initial collective agreement for the Police Operations group.

The RCMP is also focusing on employee wellbeing through the development of a wellbeing strategy and advancing work to leverage civilian expertise in criminal investigations.

Our Culture

Human Resources, Action, Innovation and Modernization, and the Professional Ethics Office are collaboratively undertaking four key initiatives to drive culture change: implementing character-based leadership; developing an organizational culture inventory; implementing an Equity, Diversity and Inclusion (EDI) strategy; as well as renewing the RCMP's core values and developing an organizational values statement. Character-based leadership will be integrated into all aspects of people management to emphasize the importance of strong morals and values, and people-centered skills alongside operational skills. The organizational culture inventory will drive measurable culture change towards a more inclusive, innovative and collaborative organization. The EDI strategy will focus on identifying and reducing workplace and service delivery barriers, racism and discrimination for Black, Indigenous and People of Colour, women, and other equity seeking groups. The strategy will include mandatory anti-racism training for all employees. The renewal of core values and developing an organizational values statement will clearly define the ethical behaviours expected from all employees.

Our Stewardship

The RCMP is striving to enhance governance through increased management expertise, tiered decision-making, a streamlined organizational structure and leveraging outside expertise on management and modernization. The RCMP has strengthened the capacity for the integration of GBA+ across the organization, and including GBA+ in all presentations to senior management committees. The RCMP is also advancing its new governance structure which includes three Tier II committees, Policy, Operations and Management, to support evidence-led decision making. In addition, key projects such as the deployment of an Enterprise Geospatial Information System and modernizing the Information Management Program, will ensure decision-making is supported by factual evidence and intelligence from the field.

Our Policing Services

In support of Our Policing Services, the RCMP will work to modernize tools and technologies including launching a new electronic major case management digital application to assist investigations in all areas of the RCMP, developing the National Cybercrime and Fraud Reporting System for Canadian victims of cybercrime, continuing to advance "The Connected RCMP" Digital Policing Strategy, and supporting the implementation of body-worn cameras. The RCMP will also continue ongoing efforts to modernize police intervention training and improve accountability, transparency and effective communication. Consultations with diverse groups, including racialized communities, will continue to advance this priority.

For more information on these and other RCMP plans, priorities and planned results, see the "Core responsibilities: planned results and resources, and key risks" section of this report.

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities: Federal Policing; National Police Services; and Contract and Indigenous Policing. It also contains information on key risks related to achieving those results.

Federal Policing

Description

Federal Policing addresses the most serious and complex criminal threats to the safety and security of Canadians and Canadian interests including democratic institutions, economic integrity, and physical and cyber infrastructure. Through Federal Policing, the RCMP prevents, detects, and investigates national security, cybercrime, and transnational and serious organized crime, including financial crime. In addition, it enforces federal statutes, conducts international policing activities, and upholds Canada's border integrity and the security of significant government-led events, designated officials and dignitaries.

Planning highlights

Federal Policing will continue to build the strong foundation needed to identify and assess criminal threats and undertake complex investigations in line with the Federal Policing priorities: national security; cybercrime; and transnational and serious organized crime, including financial crime. The RCMP received \$98.9 million over five years (2020-21 to 2024-25) and \$20.0 million ongoing towards enhanced Federal Policing capacity and the modernization of its investigative capabilities to better address the most serious threats to the safety of Canadians. Funding will be used to augment the RCMP's information management/information technology, as well as to bolster its capability with additional policing professionals, investigators, and data scientists. These investments will support the overall modernization of the RCMP and will improve Federal Policing's investigative capability across its broad mandate, including transnational and serious organized crime, national security, and cybercrime, while specifically addressing gaps in capabilities specific to money laundering (ML)/proceeds of crime (POC) investigations.

Through the modernization of key practices and approaches, we aim to strengthen the RCMP's position as an acutely responsive Federal Force with greater stewardship, accountability, and diversity, and with the ultimate goal of effectively addressing 21st century policing threats and challenges.

With a clear vision and commitment to investing and supporting our workforce, Federal Policing will build on the strong foundation that has brought it tremendous success in the past, and will set out the necessary steps to ensure it is positioned to meet the challenges of today and into the future.

Protective Services

The RCMP will continue to deliver protective policing services for significant government-led events, designated sites, and for persons identified in RCMP regulations and designated by the Minister of Public Safety. It will also provide specially-trained RCMP officers onboard selected Canadian-registered aircraft. The organization will continue to modernize protective services through the implementation of operational and governance modifications including: enhanced job-specific testing for prospective employees; the procurement of advanced equipment/technology; and strengthening partnerships domestically and internationally.

Federal Policing Investigations

Federal Policing investigations are complex, resource intensive, and often multijurisdictional and/or international in nature. They employ specialized investigative techniques and may be lengthy in duration – particularly when considering the entirety of the judicial process. Given this, Federal Policing will continue to triage, assess, prioritize, and investigate criminal threats based on the most significant impact on Canadians and on those which meet the Federal mandateⁱ. Federal Policing will focus on supporting and advancing investigations related particularly to: terrorist activities; foreign interference; transnational and serious organized crime, including money laundering and proceeds of crime; as well as cyber-enabled criminal activities and foreign-influenced cybercrime.

Intelligence

The Federal Policing intelligence program will continue to advance federal priorities by focusing on current and emerging threats, all while strengthening domestic and international partnerships. Federal Policing's operations are supported and informed by relevant intelligence to ensure that decisions are based on the best information available. The Federal Policing intelligence program will continue to collect, triage, analyze, and operationalize intelligence to advance the RCMP's criminal operations and to support senior level decision-making on threats, risks, trends, and opportunities. These efforts will prevent serious criminal activity, including disrupting criminal activity before it reaches Canadian borders.

International Policing

The RCMP is a key partner in the Government of Canada's efforts to support global safety and security. Engagement with international law enforcement agencies through the international network of Liaison Officers and intelligence analysts deployed overseas is critical to many of the RCMP's criminal investigations into cybercrime, national security, and transnational and serious organized crime. In 2021-22, the international network will continue to implement its strategic vision and improve performance data capture methods, to inform plans on how to best use resources moving forward and show the true value of the RCMP's efforts abroad. Continued

modernization and enhancement of the RCMP's international footprint will further strengthen our relationships with international partners. It will also enable us to better leverage the collective expertise required to disrupt criminal activities globally and support domestic operations. The RCMP will also continue to participate in initiatives to promote international stability through law enforcement capacity-building projects, membership in INTERPOL and Europol, and by overseeing the deployment of Canadian police officers on international peace operations.

Federal Policing Prevention

Federal Policing will support crime prevention initiatives by: collaborating with partners and stakeholders; raising awareness of serious criminal activity by developing new reference materials; and through engagement and outreach activities. This work will support Federal Policing's priorities and key target activities including cybercrime and financial crime.

Through the use of virtual training options, the First Responder Terrorism Awareness Program (FR-TAP) will modernize the delivery of comprehensive national security training to first responders and key partners on possible indicators of criminal/terrorist activity and practices that might otherwise go unnoticed and unreported. It will also strengthen domestic and international partnerships by sharing best practices and lessons learned.

Federal Operations Support

In 2021-22, Federal Policing will continue to: develop and enhance strategic domestic and international partnerships to identify emerging threats and trends and provide situational awareness to Senior Management; enable and advance operations by developing and updating key operational policies, deploying specialized tools and techniques, and advancing key operational enablers such as witness protection; and support policing operations by working in cooperation with domestic and international law enforcement, government departments and agencies, and the private sector, recognizing that each has a role to play.

Federal Policing Governance

During the 2021-22 fiscal year, Federal Policing program will focus on its people by enhancing leadership and employee development through online learning opportunities, while continuing to improve processes and adopt best practices to strengthen accountability and governance. Ongoing work to improve information technology and integrate administrative and operational data is a priority to ensure evidence is available to meet reporting requirements and support decision-making. Federal Policing will continue to work with other government departments and operational counterparts to develop strategies, enhance agreements, and advance partnerships and collaboration to address the Federal Policing priorities as identified through the 2020-2023 Federal Policing Strategic Plan.

Gender-based analysis plus (GBA+)

Federal Policing will continue to contribute to the broader Government of Canada efforts to improve upon transparency and gender-based analysis plus for a range of security and intelligence functions including:

- Strategic policy contributions to developing Federal Policing frameworks, work plans, and other mechanisms inclusive of GBA+.
- Continuing to apply GBA+ as part of its protectee focus in the Witness Protection Program.
- Targeted staffing efforts to employ members from diverse backgrounds and experiences to better reflect the changing needs of the Federal Policing program and the environment in which it operates.

Experimentation

- Federal Policing is developing and implementing new capabilities and technology to enhance data collection, triage and assess threats, improve reporting on strategic and operational successes, and promote accountability and governance. For example, the Pandemic Assessment and Response Tool (PART) has been developed to enable evidence-based decisions regarding pandemic-related impacts to Federal Policing operations, including the prioritization of Federal Policing operations, to ensure that priorities are being addressed while maintaining an effective capacity to respond to immediate threats to public safety.
- Federal Policing is also focusing on developing and deploying specialized capabilities within the organization, such as data scientists and specialized investigative teams, through enhanced recruitment strategies and training.

Key risks

Federal Policing is working to keep pace with the quickly evolving criminal threat environment, particularly with technology underpinning contemporary criminal activity. The risks to the safety and security of Canadians are no longer simply direct and obvious, but extend to more insidious and covert threats to economic and social well-being.

Sound policing services, operations, and stewardship require improving information technology and technical capabilities. Greater investment in research and development (technology) and a focused renewal of existing, antiquated capital assets is of primary importance. Without sufficient technology, tools, and information systems, there is a risk that Federal Policing may not be able to meet critical operational requirements. The inability to attract, recruit, and retain expert personnel – for instance in cyber and financial crime or those with diverse language skills

– could also put the organization at risk for not having the necessary skills, knowledge, and innovation needed for effective operations.

Organizationally, securing timely and accurate data and information from all sources; implementing operational policies that reflect changing case law in real time; and identifying gaps in planning and forecasting will be key to supporting decision-making and reporting requirements. Federal Policing will focus on transformative change that includes defining the mandate, building effective governance structures for the Federal Policing program, and continuing to work towards attracting candidates to serve as civilian investigators.

Planned results for Federal Policing

| Departmental result | Departmental result Indicators | Target | Date to achieve target | 2017-18 actual results | 2018-19 actual results | 2019-20 actual results |
|--|---|-------------------------------|------------------------|------------------------|------------------------|------------------------------|
| Canada and Canadian interests are safe and secure against serious and complex criminal threats | Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise) | Not Available ⁱⁱ | March 31, 2022 | Not Available | Not Available | Not Available ⁱⁱⁱ |
| | Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise) | Not Available ^{iv} | March 31, 2022 | Not Available | Not Available | Not Available ^v |
| | Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to National Security” | 90% | March 31, 2022 | 85% | 86% | 86% |
| | Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise) | Not Available ^{vi} | March 31, 2022 | Not Available | Not Available | Not Available ^{vii} |
| | Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise) | Not Available ^{viii} | March 31, 2022 | Not Available | Not Available | Not Available ^{ix} |
| | Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to Cybercrime threats” | 70% | March 31, 2022 | 63% | 62% | 60% |
| | Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise) | Not Available ^x | March 31, 2022 | Not Available | Not Available | Not Available ^{xi} |
| | Percentage of Transnational and Serious Organized Crime tiered | Not | March | Not | Not | Not |

| | | | | | | |
|--|--|--------------------------|----------------|---------------|---------------|------------------------------|
| | projects cleared (by charge, charge recommended, or otherwise) | Available ^{xii} | 31, 2022 | Available | Available | Available ^{xiii} |
| | Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Transnational and Serious Organized Crime" | 85% | March 31, 2022 | Not Available | Not Available | Not Available ^{xiv} |

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

Planned budgetary financial resources for Federal Policing (dollars)

| 2021-22 budgetary spending (as indicated in Main Estimates) | 2021-22 planned spending | 2022-23 planned spending | 2023-24 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 861,390,157 | 861,390,157 | 855,299,905 | 847,715,124 |

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

Planned human resources for Federal Policing

| 2021-22 planned full-time equivalents | 2022-23 planned full-time equivalents | 2023-24 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 5,139 | 5,142 | 5,142 |

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

National Police Services

Description

Through National Police Services, the RCMP provides specialized and technical services to all Canadian law enforcement agencies, including: advanced training; national criminal data repositories; firearms regulation and licensing; and investigative tools and services 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 advance operations and investigations, such as the collection of digital evidence and cybercrime intelligence, the delivery of policing information technology tools, and the implementation of departmental and personnel security standards.

Planning highlights

RCMP Operational Information Management and Information Technology Services

The Operational Information Management and Information Technology (IM/IT) Program has established and will continue to advance “The Connected RCMP” Digital Policing Strategy (DPS). The goal of the DPS is to ensure the RCMP has the right technology to enable and support the impacts of the digital era on policing, with a focus on digital transformation and modernization to better connect to our communities, our partners, each other, and information. Despite critical challenges presented by the pandemic, it created new opportunities and enabled new working realities for the Federal Government workforce, forcing organizations to accelerate digital transformation initiatives (e.g., video conferencing, digital signatures) which had originally been scheduled to roll out over a period of several years.

The IM/IT Program’s priorities over the next few years have been aligned with the RCMP’s Vision150 and the DPS and will set a solid foundation of digital capabilities to support policing operations. The Program will continue to promote the business value of digital investments and engage the RCMP leadership, government stakeholders, and policing partners in moving towards a modern 21st century policing organization.

Key initiatives for the fiscal year include: the Body-Worn Camera – Digital Evidence Management Program; the National Cybercrime Coordination Centre; Information Management and Policy Modernization; Open Government and Disclosure of Police Information; and a more modern digital workspace experience for remote workers, including Microsoft 365 and electronic digital records management. Crucial investments will be made to evolve the foundational services of Identity and Access Management, Data Management, IT Security, Mobility, and Cloud Services required to support these key initiatives.

Canadian Police College

The Canadian Police College (CPC) will continue to advance its three-year transformation plan (2019-22). In 2020, the CPC adjusted tuition rates to align with the College’s capacity building and phased-in cost recovery strategy, increasing recovery from 50% to 70% of course costs. In the upcoming year, tuition fees will see a further increase to reach a target cost recovery rate of 90%. This will further advance the College towards recovering the true costs of training delivery and support service sustainability and relevancy.

In the coming year, the College’s approach to service delivery will be based on directions provided by Health Authorities and the evolving needs of our clients for reduced travel and limited potential exposure to the pandemic. For instance, the Leadership Development Centre will offer the Executive Development in Policing courses and Senior Police Administration Course in a virtual format. Additionally, the Technological Crime Learning Institute’s

organizational structure and course delivery models will be reviewed for opportunities to more effectively and strategically respond to the Government of Canada's Cyber Security Strategy and be operationally aligned with law enforcement professional learning needs. A review of all applicable courses will also be conducted and prioritized with the objective of implementing a module to address the recommendations of the Missing and Murdered Indigenous Women and Girls (MMIWG) Inquiry.

The CPC will continue to implement findings from the 2019-20 leadership development needs analysis. This includes the integration of modern and evolving concepts across all leadership programs such as GBA+, interpersonal effectiveness, mental wellness, Indigenous awareness, unconscious bias, and character-based leadership modules.

Criminal Intelligence Service Canada

Criminal Intelligence Service Canada (CISC) and its law enforcement partners will continue to facilitate the prevention, disruption, and reduction of organized criminal activity. In 2021-22, this will be achieved through a series of initiatives focused on strengthening the integrated threat assessment processes, automating business practices, and modernizing the Program's criminal intelligence system.

CISC products support decision-making and priority setting by the law enforcement community and forms an integral part of police operations. CISC will continue to work with its partners to improve the knowledge and use of the provincial and national threat assessment process, and also with clients to ensure that current needs are being addressed. In support of this performance goal and in order to enhance the operational relevance of CISC assessments, the Program will continue to refine common threat criteria and business rules for the threat assessment process, and increase visual representations of the results to further improve their clarity for clients.

Additionally, CISC will continue to work closely with IM/IT to develop a new Canadian Criminal Intelligence System (CCIS) to replace the existing Automated Criminal Intelligence Information System (ACIIS). A new system is essential for ensuring that CISC can meet the modern data collection and analysis needs of approximately 400 federal, provincial, and municipal partner agencies.

Canadian Firearms Program

Firearms Licensing and Registration

The Firearms Licensing and Registration Program will continue to enhance its service delivery standards through investments in digital technology and the reengineering of business processes. New standards and processes will include revised deactivation procedures and firing range design/construction guidelines to enhance technical standards and improve inspection and

approval processes. Program improvements will also be made in the area of licensing and firearms safety including: strengthening the licence verification process for non-restricted firearms; extending the legislative assessment period for licence eligibility from five years to an applicant's lifetime; and strengthening restrictions on the authorization to transport restricted or prohibited firearms.

Canadian Firearms Investigative and Enforcement Services

In an effort to increase access to administrative tools and advance support for law enforcement, the Program will: continue to promote and maintain the public version of the Firearms Reference Table; provide outreach to law enforcement and business partners to increase awareness around firearms-related criminal activity (i.e., straw purchasing); and raise awareness among law enforcement agencies of the value of firearms tracing.

Firearms Investigative and Enforcement Services will partner with Public Safety Canada and the Canada Border Services Agency as a member of the Oversight Committee for the Initiative to Take Action Against Gun and Gang Violence and provide direction on its activities and review progress.

Forensic Science & Identification Services

Despite additional pressures faced by the Forensic Science & Identification Services (FS&IS) Program throughout the year as a result of the pandemic, National Forensics Laboratory Services (NFLS) will continue with its Biology Modernization plans. In 2022, the NFLS intends to implement new technology. Similarly, the evaluation and validation of DNA software to assist with complex DNA mixture interpretation is in its final stages and training and implementation plans have begun with a goal for operational use in fiscal year 2021-22. Lastly, the procurement of a rapid DNA instrument will be completed to enable a future evaluation in 2021-22.

Following the legalization of cannabis in October 2018, the NFLS continues to validate new technologies and train full-time employees with the intended goal of operationalizing increased capacity for drug impaired driving by Fall 2021. Ensuring appropriate response times for toxicology services will be critical as we move forward. It is estimated that, based on current resourcing plans, the NFLS's toxicology program will begin to meet its target results in 2022.

In support of the government's commitment to address gun and gang violence in Canada, the NFLS Firearms and Toolmark Identification program will continue to advance partnerships to expand cartridge acquisitions into the Canadian Integrated Ballistics Identification Network (CIBIN). This initiative involves local police agencies obtaining images of test fires from seized firearms and cartridge cases collected from crime scenes. Scanned images are then sent to the NFLS for upload on the CIBIN database for correlation and will result in the dissemination of

any links to cases within the network. By inviting agencies to participate in this manner, turnaround times on actionable gun crime intelligence will be improved for partner agencies.

In an effort to address rising demands for forensic field support, Integrated Forensic Identification Services will continue to explore alternative service delivery models and innovative approaches including advancing technology to obtain latent prints suitable for comparison and possible identification on fired shell casings.

RCMP Departmental Security

The RCMP will continue to support the Government of Canada's priority to establish standard Insider Threat policies and procedures across all departments. The aftercare program component of the current Standard on Security Screening (SSS) is meant to include Insider Threats, and a five-year review of the SSS has been initiated by the Treasury Board Secretariat (TBS). Following this review, TBS may establish common definitions and standards. Ensuring that RCMP systems and assets are secure from both external and internal threats is a foundational element of the organization's overall ability to deliver reliable policing services and to maintain public trust in those services. The Insider Threat Program will continue to be developed and implemented in support of protecting the organization and national security at all levels.

In addition, the Canadian Committee on National Security Systems, led by the Communications Security Establishment and comprised of all departments responsible for National Security Systems (NSS), recently approved a draft Standard on Protecting NSS from Insider Threats. Over the next year, the RCMP will work towards ensuring that all NSS under its responsibility are compliant with this new standard.

RCMP Specialized Technical Investigative Services

Under this Program, Technical Investigations Services (TIS) is committed to delivering technical capabilities to front-line police officers to obtain digital evidence during complex criminal investigations in a lawful and Charter-compliant manner. This will include working with the Office of the Privacy Commissioner of Canada to evaluate the privacy impact of these capabilities while also increasing overall transparency of the technical capabilities being used by the RCMP. To remain current with advances in technology, TIS will continue to invest in the development of applied solutions to investigate technical challenges. Significant investment and efforts will be made during the reporting year to modernize existing infrastructure to enhance remote capability and address the evolving nature of criminality.

The RCMP, in partnership with Public Services and Procurement Canada, is co-sponsoring a Government of Canada-centric Identification Credential Access Management (ICAM) research project. Through this research project, the RCMP will provide expert advice, both as the Lead Security Agency on Physical Security and as a department with an integrated ICAM system and

service delivery model. The project commenced in fiscal year 2020-21 and is scheduled for completion by the end of 2022.

RCMP Air Services plans to modernize key elements of specialized air support to law enforcement through an investment of \$5.8 million in key technology that will directly contribute to Federal Policing goals for National Security Files and Serious and Organized Crime policing activities.

National Cybercrime Coordination Unit

In 2020, the National Cybercrime Coordination Unit (NC3) reached initial operating capability and was formally established as a National Police Service under section 57 of the *Royal Canadian Mounted Police Regulations*. Since beginning operations in 2020, the NC3 has: supported multi-jurisdictional and international pandemic-related cybercrime; provided deconfliction activities to reduce duplication of efforts where investigations were coordinated across multiple agencies; produced actionable intelligence; facilitated the notification of Canadian businesses and services who were victims of cybercrime; and provided guidance to Canadian law enforcement regarding digital investigation. The NC3 unit has played a key leadership role in coordinating the law enforcement response to cybercrime incidents in cooperation with domestic and international policing partners, as well as with the Canadian Centre for Cyber Security and the Canadian Radio-television and Telecommunications Commission (CRTC).

Over the next year, the NC3 will continue to develop the National Cybercrime and Fraud Reporting System for Canadian victims of cybercrime, and also procuring and developing the National Cybercrime Solution with full implementation expected in 2023. Partnership and engagement activities will continue as the program builds relationships with domestic police agencies and industry partners. The NC3 will also deploy additional international positions staffed at the National Cyber-Forensics and Training Alliance (NCFTA) in the United States to further strengthen its international reach. The Program will support law enforcement with increased technical assistance to aid investigative efforts in 2021-22 and beyond.

Sensitive and Specialized Investigative Services

Online child sexual exploitation is one of the most egregious crimes in Canada and it is now being exacerbated by the COVID-19 pandemic. A primary mandate of Sensitive and Specialized Investigative Services is to pursue online child sexual exploitation investigations, identify victims and remove them from abusive situations, and then to conduct operational research and bring offenders to justice, including those who offend abroad. Collectively, the initiative aims to prevent and protect the youngest and most vulnerable Canadian children.

Gender-based analysis plus

In support of the National Action Plan to End Gender-Based Violence (GBV), the Canadian Firearms Program will now place greater emphasis on intimate partner violence when it reviews the eligibility to hold a firearms licence. Additionally, the eligibility assessment will no longer be limited to the previous five years but will consider the applicant's lifetime history.

Experimentation

- Driven by the inherent challenges surrounding the COVID-19 pandemic, the Canadian Police College will focus on the law enforcement community's changing professional learning demands and will further explore alternate delivery models including regionalized delivery and virtual learning.
- The Canadian Firearms Program is currently exploring opportunities for collaboration between Canadian and US law enforcement agencies, which will allow for more expedient information/intelligence exchange leading to the interdiction of cross-border firearms trafficking.
- National Forensic Laboratory Services continues to develop new software applications that will improve the automation and management of service requests for forensic analysis. This type of automation is intended to streamline administrative processes related to laboratory submissions and internal processing, bringing improved laboratory throughput. It is important to note that the success of this initiative relies upon IM/IT support required to bring it to fruition.

Key risks

The delivery of highly technical and often highly sensitive services is largely dependent on the workspace and tools to which employees and subject matter experts have access. Not all services provided by the NPS programs can be delivered by employees working remotely, therefore these programs need to find short-term logistical solutions which allow the workforce to access the tools and equipment they need in a safe and efficient manner.

Further, as the entire world is forced to invest more in digital infrastructure in order to survive socially distanced working conditions for the next year or more, NPS programs will also need to adapt the delivery of its services to clients through rapidly evolving digital mediums.

Planned results for National Police Services

| Departmental result | Departmental result indicators | Target | Date to achieve target | 2017-18 actual results | 2018-19 actual results | 2019-20 actual results |
|--|--|---|------------------------|------------------------|------------------------|------------------------|
| Modern specialized services and technology support Canadians and law enforcement | Percentage of forensic laboratory service requests completed within target time, by program: ^{xviii} | | | | | |
| | - Biology | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | - Toxicology | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | - Firearms and Toolmark Identification | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | - National Anti-Counterfeiting Bureau | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | - Trace Evidence | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | Percentage of National Child Exploitation investigative packages completed and sent to law enforcement within target time ^{xix} | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | Percentage of advanced digital forensic service requests received and actioned within target service standards | 80% | March 31, 2022 | Not Available | Not Available | Not Available |
| | Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments ^{xx} | Run: 73%; Grow: 16%; Transform: 11% | March 31, 2022 | TBD | TBD | TBD |
| | Percentage of respondents who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College" | 80% | March 31, 2022 | Not Available | Not Available | Not Available |

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

Planned budgetary financial resources for National Police Services (dollars)

| 2021-22 budgetary spending (as indicated in Main Estimates) | 2021-22 planned spending | 2022-23 planned spending | 2023-24 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 498,372,148 | 498,372,148 | 489,430,137 | 468,785,671 |

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

Planned human resources for National Police Services

| 2021-22 planned full-time equivalents | 2022-23 planned full-time equivalents | 2023-24 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 4,008 | 3,867 | 3,889 |

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

Contract and Indigenous Policing

Description

Contract policing is provided through Police Service Agreements which are negotiated between the federal government and provinces, territories, and municipalities. The RCMP currently provides contract policing services to all provinces (except Ontario and Québec), the three territories, and more than 150 municipalities across Canada. The RCMP also provides professional and dedicated service to First Nations and Inuit communities under the terms of the First Nations Policing Program (FNPP). Contract policing services include the general administration of justice, the preservation of peace, prevention of crime, and fulfilment of all duties as outlined under the laws of Canada or the laws of respective provinces and territories.

Planning highlights

Provincial/Territorial and Municipal Policing

Contract Policing

Through the Contract Management Committee, the RCMP will continue to engage, collaborate, and consult federal/provincial/territorial representatives on significant issues or proposals that affect the governance, cost, quality or capacity of contract policing services. Contract policing helps to ensure the safety, security and well-being of Canadian communities across the country,

while also allowing the RCMP to reallocate resources to areas in immediate need, such as during large-scale emergencies.

Contract policing priorities for the upcoming fiscal year will vary between jurisdictions, as the provinces, territories, and municipalities are each responsible for establishing the level of resources, budget, and policing priorities within their respective jurisdictions, in consultation with the RCMP.

Rural Crime

Policing in rural and isolated communities can pose unique complexities, and the RCMP works with the provinces and territories to optimize available resources. To address rural crime, RCMP jurisdictions will continue to develop and implement customized initiatives tailored to the unique and diverse characteristics of the communities they serve. In 2019, the RCMP launched the Rural Crime Reduction Toolbox as a centralized repository of initiatives and best practices, which RCMP employees can consult to assist in the development of programs to address rural crime in their areas. Contract and Indigenous Policing (C&IP) will continue to revise and update the contents of the toolkit to ensure that the most up-to-date information is available to RCMP employees.

Contract and Indigenous Policing Operations Support

Response to COVID-19

The COVID-19 pandemic continues to have a considerable impact on Canada and Canadians. The RCMP's National Operations Centre developed a mobilization plan to 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. C&IP continues to play a leadership role for the RCMP, helping to manage and coordinate an organizational response. A national command structure remains in place to provide a framework for the delivery of strategic, tactical, and operational control. The command structure continues to monitor and adapt to the prevailing COVID-19 situation and is working to facilitate organizational operations, secure adequate Personal Protective Equipment, and support access to testing and the vaccine.

Drug-Impaired Driving

The RCMP will continue to support Canadian law enforcement agencies in enhancing their ability to identify drug-impaired drivers through its national oversight of Drug Recognition Expert training, standards, and certification events, as well as the development and updating of other drug-impaired driving training materials.

Police Intervention and De-escalation

The RCMP recognizes that its policing services must reflect and be relevant to the diverse communities to which it provides services. In 2021-22, the RCMP will continue ongoing efforts to modernize police intervention training and improve accountability, transparency, and effective communication. Consultations with diverse groups, including racialized communities, will continue to advance this priority. Crisis intervention and de-escalation training has been fully integrated into in-service and initial recruit training and will require mandatory skills maintenance starting in 2021. A redesign of the Incident Management/Intervention Model graphic will also launch in 2021, which will visually depict crisis intervention and de-escalation and will bolster techniques and strategies to assist officers when intervening in situations. This work will reinforce standards for the use of force and identify additional training requirements. The RCMP will also continue work to enhance civilian oversight, reporting, and communication related to instances of police intervention.

In 2020, the RCMP published the “2010 to 2019 Police Intervention Options Report”, which provides a summary of the RCMP’s use of police intervention options over the last 10 years. Moving forward, the RCMP is committed to completing annual police intervention option reports, which will include a greater number of situational factors (e.g., substance use, emotionally disturbed persons, weapons and gender) and provide provincial/territorial breakdowns. The RCMP is also committed to working with the Office of the Privacy Commissioner to review this reporting practice with the goal of developing an approach to collect and report on race-based data for police interactions and interventions.

The RCMP established a Modernization Strategy for Public and Police Safety Intervention Equipment to enhance both service delivery and public and officer safety. This strategy highlights how new, modern safety intervention equipment will enhance an officer’s capacity to effectively respond to persons in crisis and safely de-escalate and resolve conflicts. Ongoing procurement efforts to acquire and deploy modern safety intervention equipment to front-line officers will continue in 2021-22.

Body-Worn Cameras

It is critically important for Canadians to feel protected by their government and police services. The RCMP is committed to taking the steps required to enhance trust between the RCMP and the communities it serves. Body-worn cameras provide increased transparency and a first-person view of what a police officer encounters, frequently in highly dynamic and tense situations. To that end, C&IP will continue to support the implementation of body-worn cameras. The limited-deployment pilot project in Nunavut, which will inform the broader implementation of body-worn cameras across the country, will continue to be evaluated. The pilot will also assess the impact in remote and Indigenous communities and help to advance a culturally sensitive

approach. Further consultations with the Contract Management Committee will also occur as work progresses to implement body-worn cameras across the RCMP.

Indigenous Policing and Engagement with Indigenous Communities

The RCMP is committed to strengthening the relationship with Indigenous peoples based on the recognition of rights, respect, cooperation, partnership, and reconciliation. The organization will continue efforts to advance activities under the Government of Canada's Missing and Murdered Indigenous Women and Girls (MMIWG) National Action Plan and will continue to undertake work 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".

Engagement and regular collaboration with Indigenous communities and organizations will continue and will be designed to support proactive crime prevention initiatives tailored to the individual needs of these communities. Cultural awareness training is mandatory for all employees to enhance delivery of a culturally responsive police service for Indigenous and other diverse populations across Canada and it will be evaluated for effectiveness. The RCMP will also work to shift to a community-led policing model for Indigenous and other communities served by the RCMP.

The RCMP, as the service provider under the FNPP, provides supplemental policing by way of tripartite policing agreements. The RCMP will continue to contribute to the ongoing improvement of the program, and to support the Government of Canada's accelerated work to develop a legislative framework recognizing First Nations (vis-à-vis Indigenous) Policing as an essential service.

To support improved relationships and outcomes for victims/survivors and communities across the country, the RCMP is engaging with local partners to increase pre-charge restorative justice referrals to community and Indigenous (traditional) justice programs

Gender-based analysis plus

- In support of the National Action Plan to End Gender-Based Violence (GBV), the RCMP will continue to develop and evaluate gender-sensitive, culturally-aware, and trauma-informed approaches to address gender-based crime and violence faced by communities. The RCMP Vulnerable Persons Unit will focus on GBV, LGBTQ2S+ issues, human trafficking, intimate partner violence, hate-motivated crimes and incidents, senior safety, newcomer engagement, and issues impacting victims of crime.
- All newly acquired safety intervention equipment issued under the Modernization Strategy for Public and Police Safety Intervention Equipment will undergo GBA+ assessment to ensure equipment can meet the needs of a diverse workforce.
- RCMP Indigenous Relations Services and the RCMP's Action, Innovation and Modernization team have revised their policy to incorporate Indigenous items in

ceremonial dress are now advancing incorporation of Indigenous items into the operational uniform.

Experimentation

- The RCMP Operational Research Unit will continue to develop and engage in partnerships with leading academics to generate operationally relevant research products. This provides an evidence base for sound decision-making and allows for improvements to operational policy, training, equipment, and standards, as well as public and officer safety.
- The RCMP has partnered with a consortium of experienced police intervention researchers, including both criminologists and physicians, who are preparing an important study to provide a valid estimate of the incidence of injuries related to the carotid control/Vascular Neck Restraint technique. The RCMP's involvement in this international study will fulfill the Commissioner's commitment to review the technique, and provide objective medical evidence of the risks and benefits of this intervention. This will be critical to making policy decisions on whether to continue teaching the technique and, if so, under what circumstances it should be employed. Information on the results of the study will be shared when it is complete, which is anticipated to be late in 2021.

Key Risks

Modernization Strategy for Public and Police Safety Intervention Equipment

The risk of not advancing the Modernization Strategy for Public and Police Safety Equipment continues to be that the organization may not be able to keep pace with modern technology and advancements in police interventions as expected by the public. The RCMP is committed to investing in this technology, which increases officer and public safety, improves public confidence, and enhances recruitment efforts.

Indigenous Policing and Engagement with Indigenous Communities

Should RCMP personnel neglect to engage, consult, and collaborate with Indigenous peoples and communities, such inaction could negatively affect reconciliation efforts. In addition, failing to provide engaged, culturally responsive, and distinction-based policing services could be interpreted as inconsiderate of the unique cultures and long-standing history of Indigenous peoples in Canada, further damaging reconciliation efforts.

The RCMP also has a vital role in actions to support restorative justice pre-charge referrals and diversion, as well as advocacy of local programs. The RCMP will focus on the opportunity to address Indigenous over-representation in the criminal justice system through increased support for pre-charge restorative justice referrals and contributions to restorative justice programs and assist in establishing programs where none are available.

Planned results for Contract and Indigenous Policing

| Departmental results | Departmental result indicators | Target | Date to achieve target | 2017-18 actual results | 2018-19 actual results | 2019-20 actual results |
|---|---|--------|------------------------|------------------------|------------------------|------------------------|
| The RCMP provides modern contract policing services | RCMP weighted clearance rate across contract policing jurisdictions ^{xxiv} | 39 | March 31, 2022 | 37.6 | 37.0 | 32.2 |
| | Crime Severity Index ^{xxv} | N/A | March 31, 2022 | 100.3 | 99.4 | 114.3 |
| | Rural crime rates in RCMP jurisdiction | TBD | March 31, 2022 | Not available | Not available | Not available |
| | Percentage of surveyed Canadians who agree with the statement, "I feel safer because of the RCMP" | 64% | March 31, 2022 | 68% | 70% | 64% |
| | Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services" | TBD | March 31, 2022 | Not available | Not available | Not available |
| Improved relationships with and outcomes for Indigenous peoples | Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP" | TBD | March 31, 2022 | Not available | Not available | Not available |
| | Percentage of individuals who are diverted into a Restorative Justice Program (pre-charge diversion from conventional criminal charges) | TBD | March 31, 2022 | Not available | Not available | Not available |

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

Planned budgetary financial resources for Contract and Indigenous Policing (dollars)

| 2021-22 budgetary spending (as indicated in Main Estimates) | 2021-22 planned spending | 2022-23 planned spending | 2023-24 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 1,499,755,750 | 1,499,755,750 | 1,498,060,652 | 1,498,498,908 |

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

Planned human resources for Contract and Indigenous Policing

| 2021-22 planned full-time equivalents | 2022-23 planned full-time equivalents | 2023-24 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 18,483 | 18,483 | 18,483 |

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

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the 10 distinct activities and resources that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

Planning highlights

Human Resources

In 2021-22, Human Resources (HR) will continue to focus on the People Strategy which includes four principles: skilled people, innovative work, modern workplace, and leading tools. Over the past fiscal year, themes and initiatives have been identified under these principles to support the RCMP Vision 150, “Our People” pillar. Of those identified, the following four areas are considered integral to the RCMP’s success:

- 1) Modern Workforce Strategy: Establish a strategy to identify the spectrum of current and future workplace and workforce business needs (e.g., diverse and skilled talent, healthy, safe, and inclusive workplace).
- 2) Modern HR Management Framework: Develop a modern HR management framework, informed by the workforce strategy, to modernize service delivery by improving business partner capabilities, outlining clear roles and responsibilities for the HR program and divisions, and reforming fundamental elements of HR to enhance support to people and people managers.
- 3) Modern HR Practices, Programs and Services: Identify priority areas in need of reform to achieve modern HR practices, efficient and effective HR processes, and modern user-

centric systems. Updated technology is necessary to support future program development and enhance the availability of reliable HR data.

- 4) Deliver Results and Monitor Progress for Ongoing Work: Continually review and provide ongoing support for initiatives identified by the HR Program, Vision 150, and the divisions that are driven by HR legislation and Treasury Board HR policies and guidelines.

Collective Bargaining and Labour Relations

Over the past year, the RCMP has continued its modernization efforts with respect to collective bargaining/labour relations. Collective bargaining discussions have begun with the National Police Federation (NPF) to establish an initial collective agreement for Regular Members and Reservists. Preparation is also underway to undertake negotiations with the Canadian Union of Public Employees (CUPE) with the view of establishing an initial collective agreement for the Police Operations group. RCMP leaders are focused on building constructive relationships with the various bargaining agents, and the parties are committed to negotiating in good faith to arrive at collective agreements that will both support the RCMP's efforts to foster a modernized and innovative workforce and workplace and establish appropriate terms and conditions of employment at a cost that is reasonable for Canadians.

Professional Responsibility Sector

The RCMP's Professional Responsibility Sector (PRS) provides direction and leadership in the design, development, and integration of a comprehensive, responsibility-based workplace framework that promotes professional, values-based leadership, decision-making, and behaviour in the RCMP.

Since Winter 2019, the RCMP has been working to develop a model for a new independent harassment and prevention resolution regime to ensure employees have access to a trusted, consistent process that is accessible, timely, and accountable. Aligned with the recommendations from the final report of the Independent Assessors of the Merlo Davidson Settlement Agreement, the RCMP will establish the Independent Centre for Harassment Resolution (ICHR) comprised of full-time civilian investigators and decision-makers who will report centrally under the Chief Administrative Officer. This will ensure that the resources responsible for carrying out the process are outside the employee's usual chain of command to address fears of bias and ensure impartiality and consistency, including in decision-making and disciplinary action. The ICHR will also be responsible for harassment prevention, including enhanced access to early conflict resolution supports, and awareness and communication campaigns.

Public Complaints

The RCMP and the Civilian Review and Complaints Commission for the RCMP (CRCC) signed a Memorandum of Understanding in December 2019 that included several service standards, including one of six months to respond to interim reports received from the CRCC. A plan is in place to eliminate delays in responses and to clear the backlog within 12 months. The RCMP will work to quickly implement any upcoming legislative changes that enhance oversight and ensure that complaints and reports are responded to promptly.

Action, Innovation and Modernization

Action, Innovation and Modernization (AIM) serves as the RCMP's coordination and oversight hub for modernization. AIM also houses the RCMP GBA+ Responsibility Centre, which provides centralized support for the application of GBA+ as a key lens for modernization. GBA+ is an analytical process used to assess how diverse groups of women, men, and gender diverse people may experience policies, programs, and initiatives.

AIM will continue to support business lines and divisions in fulfilling their responsibility to ensure that GBA+ is integrated across their work. Through the newly established RCMP GBA+ Network, AIM will disseminate tailored guidance and tools. AIM will also provide direct GBA+ support to priority initiatives such as: strategies to address gender-based violence; modernizing recruitment; expanding restorative justice; equipment modernization; RCMP sustainability; and supporting transgender, non-binary, and two-spirited employees, including through consideration of inclusive design of RCMP facilities.

Working with external experts, AIM will engage business lines and divisions in implementing holistic, long-term culture change. This will include the development of an organizational culture inventory, which will be used to identify behaviours, actions, and objectives that will drive measurable culture change by fostering inclusiveness, innovation, and collaboration.

AIM is also currently developing a departmental Innovation Program, which will consist of a National Innovation Network that will promote new ideas, best practices, and innovative projects underway or upcoming across the organization.

The program will also provide oversight on the organization's Innovation Inbox, which was launched by Commissioner Lucki in 2018. Ideas, success stories, and questions are submitted through the inbox, triaged, shared with Divisional counterparts, and actioned where appropriate. Dashboards on the Innovation Inbox statistics are under development.

Finally, the Innovation Program will be responsible for the overall coordination of the Innovative Solutions Canada (ISC) Program. ISC is an innovation procurement program with two streams

under which innovators and participating federal departments can work together to address challenging requirements.

Planned budgetary financial resources for Internal Services (dollars)

| 2021-22 budgetary spending (as indicated in Main Estimates) | 2021-22 planned spending | 2022-23 planned spending | 2023-24 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 580,155,055 | 580,155,055 | 578,993,266 | 576,042,618 |

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

Planned human resources for Internal Services

| 2021-22 planned full-time equivalents | 2022-23 planned full-time equivalents | 2023-24 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 3,932 | 3,937 | 3,937 |

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

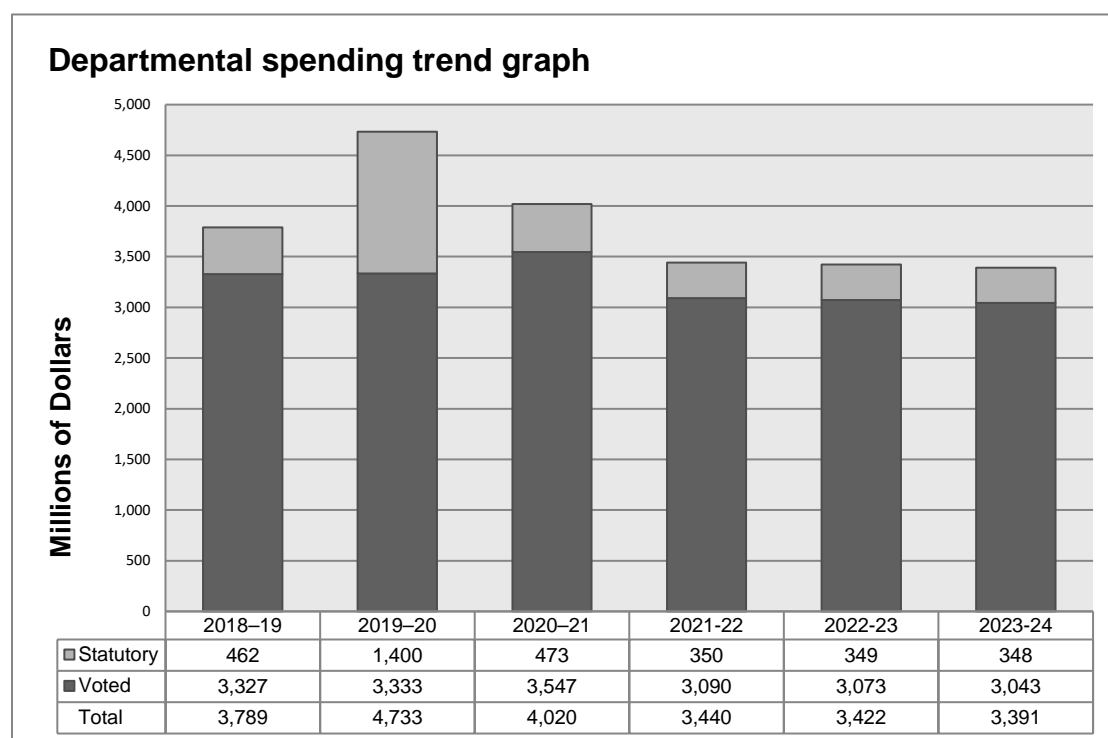
Spending and human resources

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

Planned spending

Departmental spending 2018-19 to 2023-24

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



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

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

| Core responsibilities and Internal Services | 2018-19 expenditures ^{xxxI} | 2019-20 expenditures | 2020-21 forecast spending ^{xxxiii} | 2021-22 budgetary spending (as indicated in Main Estimates) | 2021-22 planned spending | 2022-23 planned spending | 2023-24 planned spending |
|---|--------------------------------------|----------------------|---|---|--------------------------|--------------------------|--------------------------|
| Federal Policing | 1,013,748,334 | 1,093,472,764 | 958,126,077 | 861,390,157 | 861,390,157 | 855,299,905 | 847,715,124 |
| National Police Services | 533,351,135 | 632,298,729 | 563,193,027 | 498,372,148 | 498,372,148 | 489,430,137 | 468,785,671 |
| Contract and Indigenous Policing | 1,639,533,114 | 2,323,589,318 | 1,806,116,575 | 1,499,755,750 | 1,499,755,750 | 1,498,060,652 | 1,498,498,908 |
| Subtotal | 3,186,632,583 | 4,049,360,811 | 3,327,435,679 | 2,859,518,055 | 2,859,518,055 | 2,842,790,694 | 2,814,999,703 |
| Internal Services | 602,595,845 | 683,613,112 | 692,744,763 | 580,155,055 | 580,155,055 | 578,993,266 | 576,042,618 |
| Total | 3,789,228,428 | 4,732,973,923 | 4,020,180,442 | 3,439,673,110 | 3,439,673,110 | 3,421,783,960 | 3,391,042,321 |

2021-22 Planned Spending is aligned with the RCMP's Vision 150 goals, with the organization focusing on its People Strategy, which is the overarching strategy to support Vision 150 and the RCMP's modernization objectives. It weaves together several transformative initiatives to realize a proactive, client-centred approach to HR and People Management.

The RCMP's 2021-22 planned spending is \$3.4 billion spread across its three core responsibilities and Internal Services. \$1.5 billion is in support of Contract and Indigenous Policing, which provides policing services to provinces, territories, municipalities, and Indigenous communities under Police Services Agreements. An additional \$0.9 billion is in support of resources devoted to Federal Policing, which encompasses all Federal Mandated activities as well as International Policing Operations. Moreover, \$0.5 billion is in support of National Police Services functions that are critical to effective, intelligence-led policing. Lastly, there is \$0.6 billion in Planned Spending related to Internal Services functions that support police operations.

In 2021-22, COVID-19 is expected to continue to impact certain programs as the pandemic situation evolves. The RCMP continues to adapt its operations to deliver its services to Canadians and the law enforcement community, while maintaining safe working conditions for its employees.

2021-22 Planned Spending reflects the amounts presented in the 2021-22 Main Estimates. Planned Spending is expected to decrease by \$0.08 billion (or 2.2%) in comparison to the 2020-21 Main Estimates. It is expected that Planned Spending for 2022-23 and 2023-24 will remain relatively consistent as compared to 2021-22 (a decrease of \$0.02 billion or 0.5%, and a further reduction of \$0.3 billion or 0.9% respectively).

The decreases in Planned Spending over the next three fiscal years are the result of a combination of Statutory Employee Benefits Plan adjustments as well as numerous sunseting initiatives. In 2021-22, sunseting funding and programs include the settlement of a class action lawsuit related to harassment and discrimination of female employees in the workplace, and the Ontario, Quebec, and National Capital Region Radio Renewal. For 2022-23, sunseting funding includes the Better Service for Air Travellers and legalization and regulation of cannabis initiatives. Lastly in 2023-24, the National Action Against Guns and Gang Violence and the Ensuring Security and Prosperity in the Digital Age initiatives are sunseting.

2021-22 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021-22.

| Core responsibilities and Internal Services | 2021-22 planned gross spending | 2021-22 planned revenues netted against expenditures | 2021-22 planned net spending |
|---|--------------------------------|--|------------------------------|
| Federal Policing | 882,200,660 | (20,810,503) | 861,390,157 |
| National Police Services | 521,992,569 | (23,620,422) | 498,372,147 |
| Contract and Indigenous Policing | 3,230,765,979 | (1,731,010,228) | 1,499,755,751 |
| Subtotal | 4,634,959,208 | (1,775,441,153) | 2,859,518,055 |
| Internal Services | 584,413,130 | (4,258,075) | 580,155,055 |
| Total | 5,219,372,338 | (1,779,699,228) | 3,439,673,110 |

The RCMP's 2021-22 Budgetary Planned Gross Spending is \$5.2 billion, which includes \$1.8 billion in vote netted revenues, accounting for a total Budgetary Planned Net Spending of \$3.4 billion.

The RCMP vote netted revenue authorities are largely related to the provision of Contract and Indigenous Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. In addition, revenues are collected in relation to the provision of protective services on Parliament Hill, DNA analysis through biology

casework analysis agreements with provinces and territories, and for services provided by the Canadian Police College to the law enforcement community.

The planned vote netted revenues in 2022-23 and beyond are consistent with those of 2021-22 at \$1.8 billion. The revenues will increase slightly year over year as provinces and municipalities seek additional police services within the Police Services Agreements.

Planned human resources

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

Human resources planning summary for core responsibilities and Internal Services

| Core responsibilities and Internal Services | 2018-19 actual full-time equivalents | 2019-20 actual full-time equivalents | 2020-21 forecast full-time equivalents | 2021-22 planned full-time equivalents | 2022-23 planned full-time equivalents | 2023-24 planned full-time equivalents |
|---|--------------------------------------|--------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Federal Policing | 5,213 | 5,176 | 5,113 | 5,139 | 5,142 | 5,142 |
| National Police Services | 3,459 | 3,645 | 3,752 | 4,008 | 3,867 | 3,889 |
| Contract and Indigenous Policing | 17,583 | 18,435 | 18,180 | 18,483 | 18,483 | 18,483 |
| Subtotal | 26,255 | 27,256 | 27,045 | 27,630 | 27,492 | 27,514 |
| Internal Services | 3,615 | 3,863 | 3,898 | 3,932 | 3,937 | 3,937 |
| Total | 29,870 | 31,119 | 30,943 | 31,562 | 31,429 | 31,451 |

Estimates by vote

Information on the RCMP's organizational appropriations is available in the [2021-22 Main Estimates](#).^{xxxiv}

Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides a general overview of the RCMP's operations for 2020-21 to 2021-22.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [RCMP's website](#).^{xxxv}

Future-oriented Condensed statement of operations for the year ending March 31, 2022 (dollars)

| Financial information | 2020-21 forecast results | 2021-22 planned results | Difference (2021-22 planned results minus 2020-21 forecast results) |
|--|-----------------------------|----------------------------|--|
| Total expenses | 5,994,682,957 | 5,438,336,215 | (556,346,742) |
| Total revenues | 1,656,160,543 | 1,676,331,649 | 20,171,106 |
| Net cost of operations before government funding and transfers | 4,338,522,414 | 3,762,004,566 | (576,517,848) |

For 2021-22, the RCMP is projecting \$5,438.3 million in expenses based on 2021-22 Main Estimates and accrual information. This amount is exclusive of other changes to the operating budget such as new initiatives or technical adjustments later in the fiscal year.

Corporate information

Organizational profile

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

Institutional head: Commissioner Brenda Lucki

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instruments:

- *Royal Canadian Mounted Police Act*^{xxxvi}
- *Royal Canadian Mounted Police Superannuation Act*^{xxxvii}
- *Enhancing Royal Canadian Mounted Police Accountability Act*^{xxxviii}
- *Royal Canadian Mounted Police Pension Continuation Act*^{xxxix}

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](#).^{xi}

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

Operating context

Information on the operating context is available on the [RCMP's website](#)^{xlii}.

Reporting framework

The RCMP's approved departmental results framework and program inventory of record for 2021-22 are as follows.

| 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: Canada and Canadian interests are safe and secure against serious and complex criminal threats | Indicator: Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise) | Departmental Result: Modern specialized services and technology support Canadians and law enforcement | Indicator: Percentage of forensic laboratory service requests completed within target time, by program: | Departmental Result: The RCMP provides modern contract policing services | Indicator: RCMP weighted clearance rate across contract policing jurisdictions | |
| | | Indicator: Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise) | | a. Biology b. Toxicology c. Firearms and Toolmark Identification d. National Anti-Counterfeiting Bureau e. Trace Evidence | | Indicator: Crime Severity Index | |
| | | Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to threats to National Security" | | Indicator: Percentage of National Child Exploitation investigative packages completed and sent to law enforcement within target time | | Indicator: Rural crime rates in RCMP jurisdiction | |
| | | Indicator: Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise) | | Indicator: Percentage of advanced digital forensic service requests received and actioned within target service standards | | Indicator: Percentage of surveyed Canadians who agree with the statement, "I feel safer because of the RCMP" | |
| | | Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats" | | Indicator: Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments | | Indicator: Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services" | |
| | | Indicator: Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise) | | Indicator: Percentage of respondents who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College" | | Indicator: Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP" | |
| | | Indicator: Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise) | | | | Indicator: Percentage of individuals who are diverted into a Restorative Justice Program (pre-charge diversion from conventional criminal charges) | |
| | | Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Transnational and Serious Organized Crime" | | | | | |

| 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: Sensitive and Specialized Investigative Services | 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 | |

Changes to the approved reporting framework since 2019-20

For 2021-22, the RCMP has made one minor name change to a program. The Canadian Police Centre for Missing and Exploited Children has now become the Sensitive and Specialized Investigative Services to more accurately reflect its activities.

| Structure | 2021-22 | 2020-21 | Change | Reason for change |
|---------------------|--|---|--------------|-------------------|
| Core responsibility | National Police Services | National Police Services | No change | Not applicable |
| Program | Sensitive and Specialized Investigative Services | Canadian Police Centre for Missing and Exploited Children | Title change | Note 1 |

Note 1: Program title was changed to more accurately reflect its activities.

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the RCMP's program inventory is available in the [GC InfoBase](#).^{xliii}

Supplementary information tables

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

- ▶ [Departmental Sustainable Development Strategy](#)^{xlv}
- ▶ [Details on transfer payment programs](#)^{xlvi}
- ▶ [Gender-based analysis plus](#)^{xlvi}
- ▶ [Planned results on workplace wellness and diversity](#)^{xlviii}

Federal tax expenditures

The RCMP's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021-22.

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

Organizational contact information

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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 three-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

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

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refer to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

ⁱ Federal Policing uses various processes and tools to determine if a threat falls within the Federal mandate. This ensures there is no duplication of efforts with the police of jurisdiction at the provincial and municipal levels.

ⁱⁱ A target will be identified once baseline data exists.

ⁱⁱⁱ Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^{iv} A target will be identified once baseline data exists.

^v Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^{vi} A target will be identified once baseline data exists.

^{vii} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^{viii} A target will be identified once baseline data exists.

^{ix} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^x A target will be identified once baseline data exists.

^{xi} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^{xii} A target will be identified once baseline data exists.

^{xiii} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

^{xiv} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated to more accurately reflect the reality of serious and complex investigations, which often span multiple years.

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

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

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

^{xviii} Performance data at the revised Service Standard of 80% has not been collected in that format before. As the data is assembled for the corresponding 2021-22 DRR to this Plan, the Program will review options for making historical data available.

^{xix} The Program will be able to report on this performance once their new IT system has been fully implemented.

^{xx} This is a new indicator and is currently under development. Targets and Dates will be established and data collected for the 2021-22 DRR that corresponds to this DP.

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

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

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

^{xxiv} The weighted clearance rate is based on the same principles as the Crime Severity Index (CSI), whereby more serious offences are assigned a higher "weight" than less serious offences. For example, the clearing of homicides, robberies or break and enters would represent a greater contribution to the overall weighted clearance rate value than the clearing of minor theft, mischief or disturbing the peace.

^{xxv} The crime severity index includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index (CSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. More serious crimes are assigned higher weights, less serious offences lower weights. As a result, more serious offences have a greater impact on changes in the index. The CSI is standardized to 100 in base year 2006.

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

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

- xxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxi Per TBS instruction, numbers have been restated to reflect the new Departmental Results Framework structure using the percentage of distribution in the RCMP's Program Alignment Architecture - Departmental Results Framework concordance table.
- xxxii Expenditures for 2019-20 is based on Departmental Results Report.
- xxxiii Forecast spending reflects current and projected authorities to the end of the fiscal year.
- xxxiv 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxxv RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- xxxvi *Royal Canadian Mounted Police Act*, <https://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- xxxvii *Royal Canadian Mounted Police Superannuation Act*, <https://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>
- xxxviii *Enhancing Royal Canadian Mounted Police Accountability Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2013_18/
- xxxix *Royal Canadian Mounted Police Pension Continuation Act*, <https://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>
- xl RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- xli Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters/minister-public-safety-and-emergency-preparedness-mandate-letter>
- xlvi RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- xlvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xlii RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- xliii Departmental Sustainable Development Strategy, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2021-2022-sustainable-development-strategy>
- xlvi Details on transfer payment programs, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2021-2022-details-transfer-payment-programs>
- xlvi Gender-based analysis plus, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2021-2022-gender-based-analysis-gba>
- xlvi Planned results on workplace wellness and diversity, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2021-2022-planned-results-wellness-diversity>
- xlvi Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- ¹ RCMP website, <http://www.rcmp-grc.gc.ca/en>