

# **Royal Canadian Mounted Police**

## **2022-23**

### Departmental Plan

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The Honourable Marco E. L. Mendicino, P.C., M.P.  
Minister of Public Safety

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Departmental Plan 2022-23

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## From the Minister

As Canada's Minister of Public Safety, I am pleased to present to Parliament the Royal Canadian Mounted Police's (RCMP) Departmental Plan for the 2022-23 fiscal year.

The RCMP is a complex and multi-faceted organization that provides a wide range of policing services to keep Canada safe. This document details commitments for the year ahead, including reducing gun violence, continued institutional reform, and adapting and responding to a constantly evolving threat landscape. The RCMP's work this year will build on the significant progress to transform the organization's culture, strengthen trust and confidence, and provide modern policing services that meet local needs and support partners at home and abroad.



Through its Vision150 and Beyond strategic plan, RCMP modernization efforts will continue to focus on [a set of key priorities](#)<sup>1</sup>, including: ensuring a safe, equitable workforce free from harassment and discrimination; reviewing conduct measures to make sure harmful behaviour has meaningful consequences; addressing systemic racism through the collection of race-based data and the implementation of an Equity, Diversity and Inclusion Strategy; and, advancing reconciliation with Indigenous peoples at all levels of the organization.

The RCMP will continue to protect public safety in Canada, including through crime prevention and implementing our firearms commitments. These efforts will be supported by modern approaches to policing, including improvements to crisis intervention, and identifying new technology and techniques to combat complex and evolving threats. The RCMP is also committed to improving its accountability and transparency through regularly reporting police data, and strengthening its timelines for responding to recommendations from the Civilian Review and Complaints Commission.

The RCMP is determined to earn and keep the trust and confidence of the people it employs and serves, which includes ensuring employees receive the necessary mental health and wellness supports. It will continue to communicate its modernization efforts regularly and clearly, and evolve those efforts in line with the expectations of people in Canada.

I am looking forward to working with the dedicated employees of the RCMP on implementing these important commitments to protect the safety and security of everyone in Canada.

The Honourable Marco E. L. Mendicino, P.C., M.P.  
Minister of Public Safety

## Plans at a glance

### Modernization Efforts

In 2022-23, the RCMP will:

- continue to deliver learning events to enhance intercultural learning, and build on the widespread consumption (91.1%) of its Cultural Awareness and Humility course;
- continue to support the Equity, Diversity and Inclusion (EDI) Strategy to reduce systemic and individual racism by ensuring uptake of the mandatory Uniting Against Racism course;
- complete the final phase of its Conduct Measures Guide review using external expert consultants in the field of police discipline and employment law to ensure that a trusted and effective conduct regime is in place to support a safe and respectful workplace;
- work towards externalizing the Independent Centre for Harassment Resolution (ICHR);
- transition its Civilian Criminal Investigator Project from a project to a program within Federal Policing to ensure the sustainable implementation and integration of civilian criminal investigators into the organization;
- build its Departmental Sustainable Development Strategy (DSDS), which is on track to be tabled in Parliament in November 2023;
- integrate efforts between the RCMP-Indigenous Collaboration, Co-development and Accountability (RICCA) office and the National Recruiting Program to reduce barriers for Indigenous Peoples applying to become RCMP police officers;
- engage Indigenous employees and communities with lived experience to provide an Indigenous lens to inform cultural competencies of police services; and
- develop a modernization measurement framework to demonstrate results on [its key modernization priorities](#)<sup>ii</sup>, including:
  - ensuring a safe, equitable workplace;
  - addressing systemic racism;
  - advancing reconciliation with Indigenous peoples;
  - supporting modern policing; and
  - improving accountability, transparency and conduct.

### Operational Efforts

In 2022-23, the RCMP will:

- continue to 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;

- work to keep cities and communities safe from gun violence by continuing the implementation of Bill C-71 regulations for firearms licence verification and business record-keeping;
- undertake efforts towards a centralized governance model by ensuring that its Federal Policing resources are allocated towards the highest priorities and by centralizing oversight, reporting and accountability structures;
- focus Federal Policing resources on supporting and advancing investigations related to the highest threats to Canada and Canadians, such as ideologically motivated violent extremism and Canadian extremist travellers, foreign interference, transnational and serious organized crime, as well as cyber-enabled criminal activities including foreign-influenced cybercrime;
- work towards a five per cent increase in referrals to Restorative Justice programs by the end of the 2022-23 fiscal year, to meet the objective established by the Federal/Provincial/Territorial Working Group on Restorative Justice; and
- launch the Sexual Offence Investigations Course.

For more information on the RCMP's plans, see the "Core responsibilities: planned results and resources, and key risks" section of this plan.



## Core responsibilities: planned results and resources, and key risks

This section contains information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Federal Policing

#### Description

Federal Policing (FP) 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 FP, 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

During the year, FP will continue to work with other government departments, external review bodies and operational counterparts to develop strategies, enhance policies and agreements, and advance partnerships and collaboration to address the priorities identified in its 2020-23 Federal Policing Strategic Plan. These priorities support FP's core mandate of keeping Canada and Canadian interests safe and secure against serious and complex criminal threats:

- **National Security:** This priority focuses on criminal activities that threaten Canada's national security through terrorism, espionage, sabotage, or subversion. The key targets under this priority are terrorism and foreign interference activities.
- **Transnational and Serious Organized Crime:** This priority focuses on criminal activities that cross international and/or provincial borders, carried out by organizations, networks, or entities that use Canada as a destination, transit point, or safe haven. The key target activities under this priority are organized crime, money laundering, and border integrity.
- **Cybercrime:** This priority focuses on cyber-enabled crimes by domestic or international cybercrime networks and actors who are targeting Canadians or Canada's critical infrastructure. The key target activities under this priority are transnational and serious organized crime, cyber-enabled criminal activity and foreign interference.

**Planned Result: Canada and Canadian interests are safe and secure against serious and complex criminal threats**

**Federal Policing Investigations**

Over the coming years, FP will focus on supporting and advancing investigations related to the highest threats to Canada and Canadians' safety, such as ideologically motivated violent extremism (IMVE) and Canadian extremist travellers (CETs), foreign interference (FI), transnational and serious organized crime, as well as cyber-enabled criminal activities and foreign-influenced cybercrime. In an effort to be more strategic in its operations, during 2022-23, FP will:

- launch its IMVE and FI strategies;
- renew its RCMP Anti-Money Laundering Strategy;
- develop and roll out a new 2021-24 Cybercrime Strategy, which will outline FP Cybercrime's strategic objectives and prioritize solutions to new and emerging challenges to the RCMP's ability to tackle cybercrime; and
- publish the Progress Report on the 2015 Action Plan to Combat Cybercrime.

In addition to these efforts, FP will continue to:

- develop and enhance strategic domestic and international partnerships to better identify emerging threats and trends, and to raise awareness through prevention and engagement efforts with a wide range of partners, including first responders and private sector stakeholders;
- play a key role and contribute to policy and operational efforts by the Security and Intelligence community to further counter the highest threats to Canada's national security and the safety of Canadians;
- participate in international fora and leverage new and existing mechanisms (such as the Five Eyes Law Enforcement Group, the Financial Action Task Force, and the G7 Rapid Response Mechanism) to contribute to international policy development efforts; and
- work closely with Public Safety on meeting commitments under the [Roadmap for a Renewed U.S.-Canada Partnership](#)<sup>iii</sup>.

**Federal Policing Intelligence**

The intelligence program will continue to provide intelligence analysis intended to support investigations and awareness for both RCMP and law enforcement partners.

In 2022-23, the program will re-align its resources to ensure its efforts correspond to threat developments related to the FP mandate and its strategic objectives. Specifically, the intelligence

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program will enhance its focus on IMVE and FI, as well as the protection of Canada's democratic institutions and electoral processes, in addition to its core functions.

### **Federal Policing Protective Operations**

The RCMP will continue to deliver protective policing 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 continue to provide specially trained RCMP officers onboard selected Canadian-registered aircraft. The organization will continue to modernize protective operations through the implementation of operational and governance modifications, such as:

- enhancing job-specific testing for prospective employees;
- procuring advanced equipment/technology; and
- strengthening partnerships both domestically and internationally to bring consistency, innovation and accountability in service delivery.

For 2022-23, the Protective Program will also move towards a centralized model to provide enhanced oversight and compliance in all areas.

### **Federal Policing International Operations**

The RCMP is a key partner in the Government of Canada's efforts to support global safety and security. Engagement with foreign law enforcement agencies through the RCMP's international network of liaison officers and intelligence analysts deployed overseas is critical to many of the RCMP's criminal investigations into cybercrime, national security, transnational and serious organized crime, and a wide-range of other *Criminal Code* offences. In 2022-23, the RCMP's international capability will expand the collective understanding of the threat landscape by renewing the RCMP's international threat assessment; driving high-impact operations by working with local police forces abroad; sharing information safely and effectively by renewing information sharing policy and becoming a core component of the RCMP's Foreign Information Risk Advisory Committee (FIRAC); facilitating collaboration with Canadian law enforcement partners by creating a single-touch point for foreign law enforcement requests to Canada; delivering global crime prevention through capacity building projects; and, taking care of resources deployed abroad in over 40 countries by ensuring effective access to support upon return to Canada.

### **Federal Policing National Governance**

The FP 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 to integrate administrative and operational data is a priority during 2022-23,

which will support and improve RCMP decision-making. FP will continue to provide comprehensive policy expertise, direction, and advice on issues related to its three priorities to the Commissioner, the Minister of Public Safety, domestic and international partners, and the private sector.

## Civilian Criminal Investigator Project (CCIP)

To improve the efficiency and effectiveness of its investigations, FP is modernizing its efforts on recruiting, training and retaining a diverse, skilled workforce. The Civilian Criminal Investigator Project (CCIP) targets the recruitment of civilian candidates with diverse backgrounds and specialized expertise required by FP. In 2022-23, the CCIP will transition from a project to a program within FP. This will ensure the sustainable implementation and integration of civilian criminal investigators (CCI) into FP. A recruitment strategy, onboarding process and training program will be aligned to FP's operational demands. FP is committed to building and maintaining specialized investigative capacity that is responsive to the changing nature of its operating environment. Processes and tools to recruit civilians with specialized and technical skills will continue to be assessed and evaluated to ensure the recruitment and staffing of CCI positions results in their retention.

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### Gender-based analysis plus

In support of the RCMP's Equity, Diversity and Inclusion (EDI) Strategy, FP will continue the roll-out of its EDI Implementation Plan and advance the following initiatives related to staffing:

- incorporate GBA Plus considerations, best practices and lessons learned to committee and staffing selection processes, as well as talent management and succession planning processes, to ensure a bias-free environment;
- implement strategies and diversify approaches, methods and outreach materials to attract diverse applicants; and
- promote and provide access to diversity and GBA Plus awareness training and self assessment and feedback tools.

### United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

*Sustainable Development Goal #16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

- The RCMP's International Police Peacekeeping and Peace Operations (IPP) Program, in conjunction with diplomacy, policy, and other programming and deployment tools, delivers on Sustainable Development Goal #16. It strengthens local law enforcement

capacity by providing training, mentoring, and strategic advice to establish effective public law enforcement institutions. In doing so it promotes the rule of law worldwide. It advances Canadian interests and values by helping to build inclusive and accountable institutions in Fragile and Conflict Affected States that respect diversity and human rights, including the rights of women and girls. The Program contributes to a range of RCMP and Government of Canada public safety policy objectives including combatting transnational organized crime, drug trafficking, and terrorist threats. IPP Program activities are shaped by robust gender-based analysis and are tailored to advance the Women, Peace and Security agenda. In 2022-2023, the Program will contribute to the Canadian National Action Plan on Women, Peace and Security and it will work to deploy a diverse cadre of personnel on mission, with a goal to again exceed UN established targets for inclusion of female police officers in peace operations abroad.

*Sustainable Development Goal #5: Achieve gender equality and empower all women and girls*

- The RCMP's IPP program remains a strong supporter of Canada's National Action Plan (CNAP) for Women, Peace and Security and the [Elsie Initiative<sup>iv</sup>](#) – a pilot project involving the development and testing of approaches to overcome barriers and increase the participation of uniformed women in UN peace operations. In 2022-23, the RCMP intends to continue to exceed UN targets for representation of women in police peace operations deployments, as it has for some time.

## **Experimentation**

To enhance decision-making by FP management on the allocation of protective policing resources to specific operations, FP will pilot an assessment tool.

## **Key risks**

FP is working to keep pace with the quickly evolving criminal threat environment, particularly with technology that supports criminal activity. The risks to the safety and security of Canadians now extend to insidious and covert threats to economic and social well-being. Within such a broad and demanding mandate, and in light of the resources required to meet these demands, FP must prioritize its work and operate as a cohesive national program.

Specifically, the inability to attract and retain employees with specialized skills, such financial crime and cybercrime expertise, poses a great risk to FP's operational effectiveness. FP will continue to implement innovative strategies to mitigate that risk, such as the recruitment of a diverse and modern workforce.

Moreover, the difficulty in procuring modern technologies and analytical tools also increases the risk of being unable to collect intelligence and data to support effective, evidence-based decision making.

The increasing complexity of FP investigations also creates additional burdens related to disclosure requirements and information sharing across multiple jurisdictions. The development of effective governance structures and new partnerships will be key to support operations.

### Planned results for Federal Policing

The following table shows, for Federal Policing, the planned results, the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018-19 actual result	2019-20 actual result	2020-21 actual result
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 <sup>v</sup>	March 31, 2023	Not available <sup>vi</sup>	Not available <sup>vii</sup>	14%
	Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>viii</sup>	March 31, 2023	Not available <sup>ix</sup>	Not available <sup>x</sup>	250% <sup>xi</sup>
	Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to threats to National Security"	90%	March 31, 2023	86%	86%	75%
	Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available <sup>xii</sup>	March 31, 2023	Not available <sup>xiii</sup>	Not available <sup>xiv</sup>	33%
	Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>xv</sup>	March 31, 2023	Not available <sup>xvi</sup>	Not available <sup>xvii</sup>	67%

Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats"	70%	March 31, 2023	62%	60%	50%
Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available <sup>xviii</sup>	March 31, 2023	Not available <sup>xix</sup>	Not available <sup>xx</sup>	35%
Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>xxi</sup>	March 31, 2023	Not available <sup>xxii</sup>	Not available <sup>xxiii</sup>	118% <sup>xxiv</sup>
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, 2023	85%	82%	61%

The financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>xxv</sup>

#### Planned budgetary spending for Federal Policing (dollars)

The following table shows, for Federal Policing, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
1,047,163,970	1,047,163,970	994,935,830	988,432,608

Financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase](#).<sup>xxvi</sup>

### Planned human resources for Federal Policing

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
4,982	4,968	4,968

Financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase](#).<sup>xxvii</sup>

## National Police Services

### Description

Externally, the RCMP provides specialized and technical services to all Canadian law enforcement agencies, which include: advanced training for law enforcement; national criminal data repositories; firearms regulation and licensing; and investigative tools and services, including forensics, identification, firearms and child exploitation. Internally, a diverse range of technical services are also provided to advance RCMP 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

The 2021-26 Specialized Policing Services Strategic Plan, falling under the National Police Services (NPS) Core Responsibility, provides a vision for evolving, modernizing, and continuously improving industry leading policing services. NPS Programs have identified a series of initiatives to achieve the objectives set out in the strategic plan, which are aligned with the RCMP’s Vision 150 pillars.

### **Planned Result: Law enforcement and Canadians have access to modern specialized policing services**

#### **Canadian Firearms Investigative and Enforcement Services**

Canadian Firearms Investigative and Enforcement Services provide Canadian and international law enforcement agencies with specialized services vital to the prevention and investigation of firearms-related criminal activity and misuse. In 2022-23, the services will continue to:



- strengthen efforts to combat firearms smuggling, trafficking, and straw purchasing (the legal acquisition of firearms by individuals holding a firearm possession and acquisition license who, in turn, intentionally and unlawfully transfers those firearms to an unlicensed individual);
- engage with partners and stakeholders to integrate data and intelligence into its operations;
- advance understanding of the criminal use of firearms; and
- raise awareness among law enforcement agencies on the value of firearms tracing.

### **Canadian Firearms Licensing and Registration**

In 2022-23, several initiatives will be launched under Canadian Firearms Licensing and Registration Services to enhance public safety and improve efficiencies. These include:

- strengthening services to support the lawful acquisition, ownership, storage, and use of firearms;
- implementing mandatory licence verification prior to any transfer of a non-restricted firearm;
- establishing a Public Safety Unit that will use a risk-based approach for continuous licence eligibility screening, thereby enhancing decision-making and improving national consistency;
- implementing the Canadian Firearms Digital Services Strategy to improve citizen experience and employee operations by modernizing systems and automating business processes to implement digital-first, multiple-channel service; and
- broadening the internal national performance measurement framework to support evidence-based decision-making and resource allocation.

### **Criminal Intelligence Service Canada**

Criminal Intelligence Service Canada (CISC) and its law enforcement partners facilitate the prevention, disruption, and reduction of organized criminal activity. During the reporting period, CISC will focus on a series of initiatives intended to strengthen the integrated threat assessment process. CISC will refine its common threat criteria and business rules for the threat assessment process, and will increase visual representation of data in its intelligence and information products.

In support of innovation and modernization objectives, CISC will make advancements on automating business practices. CISC will also work closely with the Information Management/Information Technology (IM/IT) Program to continue developing a new Canadian Criminal Intelligence System to bolster modern data collection and analysis.

## **Forensic Science and Identification Services**

In an effort to address rising demands for forensic field support, Integrated Forensic Identification Services will explore alternative service delivery models and innovative approaches. This includes advancing technology to obtain latent prints suitable for comparison and possible identification on fired shell casings by the end of 2022-23. In addition, National Forensics Laboratory Services (NFLS) will continue to advance modernization efforts on several fronts:

- Training and implementation plans will be developed, with a goal of full operational use during the fiscal year, for new DNA software to assist with complex interpretations;
- New workflows will be implemented in the toxicology program to help improve overall functionality of the laboratory information management system;
- While some delays were encountered, the toxicology program expects to have newly funded, dedicated resources to support investigations related to drug-impaired driving; and
- The Firearms and Toolmark Identification Program will continue to expand cartridge acquisitions in the Canadian Integrated Ballistics Identification Network (CIBIN), encouraging police agencies to upload test fires from seized firearms and cartridge cases to help correlate and link cases and improve response times on gun crimes.

## **Canadian Police College**

The Canadian Police College (CPC) is committed to meeting the evolving training needs of the law enforcement community. The CPC will survey police partners to identify training priorities, to ensure that operational demands are met and resources are deployed efficiently and effectively.

The College will advance three methods of delivery, informed by communities of practice, that were found to be effective during the COVID-19 pandemic, including:

- making courses more accessible and GBA Plus-focused;
- delivering on-demand courses to specific police agencies at their location; and
- continuing to leverage technology, under the CPC's Digital Strategy, and increasing the development and provision of online and hybrid courses, that will contribute to reducing the College's carbon footprint and make training more widely available regardless of geographic location.

Additionally, the Program will continue to onboard new adjunct faculty – validated subject matter experts who can instruct on CPC courses with CPC staff – to provide the College with

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increased opportunities to deliver training while recognizing existing expertise in the policing community.

### **Sensitive and Specialized Investigative Services**

The RCMP is committed to responding to the growing issue of online child sexual exploitation, which has become more prevalent throughout the COVID-19 pandemic. In 2022-23, the National Child Exploitation Crime Centre (NCECC) will continue to investigate online sexual exploitation of children, with a focus on:

- identifying victimized children;
- identifying offenders;
- gathering and sharing intelligence with domestic and international partners;
- engaging in operationally relevant research to support the advancement of investigations, and to better understand trends within this crime type, to provide a more effective response strategy;
- providing investigative support to policing partners; and
- supporting the development and deployment of technological tools, innovations and specialized investigative techniques in response to technological advancements (e.g., encryption, dark web, anonymity tools) that have made it easier for offenders to operate undetected by law enforcement.

The program will also continue to prioritize the health and wellness of its employees by implementing evidence-based tools, techniques, and training to assist in the development and maintenance of effective mitigation strategies that are helpful while working in such a high-risk area of policing. Finally, the NCECC will continue to contribute intelligence and identified victims to INTERPOL's International Child Sexual Exploitation Database, and will continue to develop new, and expand existing, international partnerships and private industry collaboration.

### **Specialized Technical Investigative Services**

Specialized Technical Investigative Services (STIS) delivers technical operational capabilities and support to the RCMP's Federal Policing and other law enforcement agencies in criminal investigations, including cybercrime, foreign interference, organized crime, drug trafficking, money laundering, and national security. Criminal activity increasingly involves the use of technology, and investigations are more complex. Added to this is the challenge law enforcement faces when its ability to lawfully obtain electronic evidence is hindered by technical barriers. The RCMP and law enforcement agencies will continue to stay current on technological advancements to fight crime with the development of novel, essential, and state-of-the-art solutions in direct support of policing operations to enhance the safety of Canadians. In 2022-23, STIS will continue to develop covert access intercept tools – also known as “core technical

capabilities” – to address identified technological gaps. The STIS Program will also modernize its existing infrastructure and invest in the development of applied solutions to address the evolving nature of criminality.

Lastly, the RCMP’s Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Operations will provide advice, training, reporting, and research and development on emerging trends and operational responses to RCMP first responders and law enforcement partners. The CBRNE Program will also continue to respond to all CBRNE incidents in the National Capital Region, as well as anywhere in Canada where there are national security-related CBRNE threats.

### **Departmental Security**

Departmental Security works to ensure that RCMP systems and assets are secure from both external and internal threats<sup>xxviii</sup>, and is a foundational element to the RCMP’s ability to deliver reliable policing services and maintain public trust in those services. The Program will continue to examine practices to protect the organization’s information, assets, and people as the risk and threat landscape faced by the RCMP evolves.

The Program will focus on initiatives detailed in the 2022-2025 Departmental Security Plan to address and strengthen responses on various security considerations. The recently-launched Departmental Security Management System will be further developed to streamline and automate business processes and improve upon existing service standards. Efforts will continue on the implementation of national programs to address insider threats, as well as aftercare of individuals trusted to safeguard RCMP information, assets, and facilities. Implementation of the Departmental Security Plan will allow the RCMP to increase its national oversight of its organizational departmental security, and will support the attainment of its priorities and objectives.

### **Operational IM/IT Services**

The Operational IM/IT Services Program is committed to promoting digital investments and engaging RCMP leadership, government stakeholders, and policing partners to modernize the RCMP. In 2022-23, the Program will continue to advance “The Connected RCMP” Digital Policing Strategy through the following initiatives:

- IM/IT business renewal (e.g. maturing IM/IT planning, governance, architecture, and project management);
- workload migration and application modernization;
- public cloud program;
- digital workspaces (e.g. Microsoft Teams and M365);
- IT security operations;
- identity management modernization;

- mobility (e.g. smartphones);
- IT operations;
- data and analytics; and
- digitization.

In addition, the Program will make progress on digital evidence management for body-worn cameras, a Next-generation 911 Centre of Excellence, Electronic Major Case Management to assist with file linkages and analysis, and the renewal of the RCMP's central region radio technology system.

### **National Cybercrime Coordination Unit**

The National Cybercrime Coordination Unit (NC3) enables and empowers Canadian law enforcement to reduce the threat, victimization, and impact of cybercrime on Canadians. The NC3 will strengthen its relationships with international allies and engage in partnership opportunities with other government departments, domestic police agencies, and industry partners. During the 2022-23 fiscal year, the NC3 will:

- continue to refine the National Cybercrime and Reporting System, including building a ransomware reporting stream;
- expand Canadian law enforcement's understanding of ransomware and enhance knowledge on new and changing cybercrime trends and threats;
- support and help advance multinational investigations using gathered intelligence, operational coordination, and internally deployed resources;
- engage in de-confliction activities to reduce duplication of efforts where investigations are coordinated across multiple jurisdictions and agencies;
- facilitate the notification of Canadian businesses and services that were victims of cybercrime;
- provide guidance to Canadian law enforcement regarding digital investigations;
- enhance capabilities in relation to cryptocurrency use by cybercriminals and provide cyber behavioural analysis;
- support multi-jurisdictional and international cybercrime investigations related to pandemic cybercrime (e.g. cybercrime cases related to illicit vaccine certificates); and
- continue to develop and deploy the National Cybercrime Solution prototype, with full implementation expected in 2023-24.

### **Gender-based analysis plus**

A GBA Plus assessment was conducted for the Canadian Firearms Program (CFP), which identified an opportunity to address impacts associated with: age; region of residence; Indigenous status; people with disabilities; and gender. To mitigate identified impacts, the CFP

will implement digital-first, multiple-channel service delivery so that clients can interact with the program online, by phone, or by mail. All web services will adhere to existing standards to ensure they are accessible, usable, interoperable, mobile friendly, and multilingual.

The CPC will hire a new Director of Leadership Development and Diversity and Inclusion to deepen the gender-based analysis process within CPC courses and curriculum, which will go beyond course training standards and follow RCMP policies on equity, diversity, and inclusion.

The Analytics, Data, and Information Management Directorate of the Operational IM/IT Program will continue to collaborate with business lines and lead on the collection, protection, use, and disposition of data in a well-governed and ethical manner, so that the RCMP can ensure transparent and accountable interactions with diverse populations.

### **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

*Sustainable Development Goal #5: Achieve gender equality and empower all women and girls.*

- Computer Science and Engineering remains a male-dominated field. Consequently, the Operational IM/IT Program will continue to use transparent employment processes and talent management plans to encourage and promote women at all levels to participate and access equal opportunities for leadership positions.

*Sustainable Development Goal #11: Make cities and human settlements inclusive, safe, resilient and sustainable.*

- Working with policing partners, National Forensic Laboratory Services will continue to leverage the Canadian Integrated Ballistics Identification Network (CIBIN) – a database containing information about unsolved cases involving firearms – to assist in combatting organized crime.

*Sustainable Development Goal #16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*

- Sensitive and Specialized Investigative Services, through the NCECC, will continue to pursue online child sexual exploitation investigations, identify victims and remove them from abusive situations, and will bring offenders to justice, including those who offend abroad.
- Through its Open Government Office, the RCMP will assess additional operational information data sets for release in 2022-23. It will also work on maturing disclosures of police information into a full open government service to enhance public consumption of RCMP data and information.

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## Experimentation

- Canadian Criminal Real Time Identification Services (CCRTIS) will continue to evaluate private industry smartphone solutions that would allow members of the public to submit fingerprints from their personal devices for the purposes of criminal record checks for civil purposes. Following favourable testing, CCRTIS plans to pilot this technology on a targeted, scalable basis within the Canadian law enforcement community.
- The IM/IT Program will explore opportunities for digital information management to help digitize and categorize large volumes of paper-based operational information.
- National Forensic Laboratory Services continues to extend and enhance the Laboratory Information Management System (LIMS), which will automate the management of service requests for forensic analysis. This will streamline the administrative processes related to laboratory submissions and internal processing, which will improve laboratory efficiencies.

## Key risks

Based on the RCMP's 2020 Environmental Scan<sup>xxix</sup>, NPS has identified several risks and accompanying opportunities to address in the years ahead:

Risks include NPS's ability to:

- attract and retain talent to meet the needs of new and existing skill sets;
- develop its workforce to meet evolving technology trends and digital work environments;
- coordinate corporate administrative functions and business processes; and
- obtain and manage funding to ensure long-term sustainability.

Opportunities include:

- increasing knowledge sharing and collaboration to improve and develop new technical and operational solutions;
- employing change management practices to ensure transparency and openness with new ideas, tools, and processes;
- taking a proactive and aligned approach on competing priorities; and
- increasing its ability and agility to keep pace with, and incorporate, technological changes.

## Planned results for National Police Services

The following table shows, for National Police Service, the planned results, the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicators	Target	Date to achieve target	2018-19 actual result	2019-20 actual results	2020-21 actual result
Law enforcement and Canadians have access to modern specialized police services	Percentage of forensic laboratory service requests completed within target time, by program:					
	Biology	80%	March 31, 2023	42%	53%	50%
	Toxicology	80%	March 31, 2023	71%	47%	50%
	Firearms and Toolmark Identification	80%	March 31, 2023	80%	86%	66%
	National Anti-Counterfeiting Bureau	80%	March 31, 2023	49%	37%	98%
	Trace Evidence	80%	March 31, 2023	63%	63%	68%
	Percentage increase in Canadian victims of online child sexual exploitation identified and uploaded to INTERPOL's International Child Sexual Exploitation database <sup>xxx</sup>	10% increase annually	March 31, 2023	22%	27%	21%
	Percentage of advanced digital forensic service requests actioned within target service standards	80%	March 31, 2023	46%	62%	80%
	Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments	Run: 73%; Grow: 16%; Transform: 11%	March 31, 2023	Not available <sup>xxx</sup>	Not available <sup>xxxii</sup>	Run: 70% Grow: 22% Transform: 8% <sup>xxxiii</sup>
Percentage of students who agree with the statement, "My	80%	March 31, 2023	Not available <sup>xxxiv</sup>	84%	82%	



	knowledge and skills increased as a result of training offered by the Canadian Police College"					
	Percentage of NC3 law enforcement partners who agree with the statement "the NC3 significantly contributes to a coordinated Canadian law enforcement response to cybercrime"	80%	March 31, 2023	Not available <sup>xxxv</sup>	Not available <sup>xxxvi</sup>	80%

The financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>xxxvii</sup>

#### Planned budgetary spending for National Police Services (dollars)

The following table shows, for National Police Services, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
606,873,054	606,873,054	567,141,514	561,177,811

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>xxxviii</sup>

#### Planned human resources for National Police Services

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
4,030	4,002	4,017

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>xxxix</sup>

## Contract and Indigenous Policing

### **Description**

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

### **Planning highlights**

#### **Planned Result: The RCMP provides modern contract policing services**

### **Rural Crime**

To address rural crime, the RCMP will continue to develop and implement customized initiatives tailored to the unique and diverse characteristics of the communities it serves. The RCMP will maintain the Rural Crime Reduction Toolbox, which was established in 2019 and serves as a repository of initiatives and programs implemented by RCMP divisions to address rural crime. In 2022, the RCMP will establish a Crime Prevention/Reduction Community of Practice to enhance the sharing of information across the divisions, and increase knowledge on current and emerging trends in crime prevention/reduction.

### **Restorative Justice**

The RCMP works with federal, provincial, territorial, and regional partners to increase the use of restorative justice, as well as referrals to community and Indigenous justice programs. The RCMP is working towards a five per cent increase in referrals to restorative justice programs by the end of 2022-23, which aligns with the objective agreed upon by the Federal/Provincial/Territorial Working Group on Restorative Justice. This will be done by increasing employee awareness through training, improving connections with local restorative justice agencies, and enhancing RCMP tools and resources, such as referral forms and policies. In 2022, the RCMP and the Department of Justice's (DOJ) Indigenous Justice Program will start a joint pilot program to pair RCMP detachments and local Indigenous Justice Programs funded by the DOJ to create strong community-based working partnerships and increase referrals.

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## Police Intervention and De-escalation

The RCMP will continue ongoing efforts to modernize police intervention training and improve accountability, transparency, and communication surrounding its use of police intervention options.

Over the coming year, the RCMP will continue its efforts to acquire and deploy modern safety intervention equipment to front-line officers, as part of its Modernization Strategy for Public and Police Safety Intervention Equipment. With the goal of increased community safety, the RCMP will support investments to increase police officer de-escalation options, knowledge, skills and abilities, while advancing national standards for crisis intervention. This strategy highlights how new, modern safety intervention equipment will enhance police capacity to effectively respond to persons in crisis and safely de-escalate and resolve conflicts.

In 2022-23, the RCMP will publish its annual [Police Intervention Options Report](#)<sup>x1</sup>, which will outline the RCMP's use of police intervention options in 2021, as well as trends over the last 10 years. The RCMP will continue to publish these reports annually and include information such as situational factors (i.e., substance use, weapon use, and gender) and provincial/territorial breakdowns.

As part of the De-escalation and Crisis Intervention (DCI) task group, which was established with representation from police services across Canada, the RCMP and Canadian Chiefs of Police will continue to work together to standardize and improve police response options and evidence-based training. In 2022-23, the RCMP and the DCI task group will continue moving towards a modern, national standardized use of force and crisis intervention model that strengthens the focus on de-escalation, emphasizes preservation/sanctity of life, and increases public awareness of the frequency and complexity of police interactions. At the same time, efforts to be undertaken in 2022-23 by the RCMP, in collaboration with the Canadian Association of Chiefs of Police, may include, for example, operational improvements and promoting investments in evidence-based research, policy frameworks and equipment needed for de-escalation and police intervention training across Canada. This work is similarly grounded in a human-centred approach to policing, focused on preservation of life and duty of care.

The RCMP will support a full external review of current de-escalation training to ensure the safest possible outcomes for both officers and Canadians. Consultations with diverse groups, including racialized communities, will continue to advance this important priority.

## **Sexual Assault Review Team**

In support of the RCMP's efforts to provide modern contract police services, the Sexual Assault Review Team (SART) will launch the Sexual Offence Investigations Course in 2022, beginning with a pilot. The course, consisting of six modules, will further educate front-line investigators by:

- identifying key investigative steps in a victim-centred sexual offence investigation;
- identifying victims' rights and potential needs;
- reinforcing crime scene processing, documentation and evidence collection procedures; and
- identifying best practices for managing evidence and report writing.

In addition, SART plans to complete the following:

- create an advanced in-person training course by the end of 2022 and deliver it to all divisions by the end of 2023;
- have all Sexual Assault Investigations Review Committee (SAIRC) training completed by 2022; and
- conduct a file review on files involving youth identified as victims and develop a best practice guide for investigators.

## **Youth**

In 2022-23, the RCMP will continue to provide educational programming and resources to young Canadians on drug-impaired driving, substance use, transportation safety, bullying, cyber-safety, healthy relationships and radicalization to violence via in-person and virtual engagement sessions. The RCMP will also focus its efforts on developing a National Youth Reconciliation Framework and providing continued support to Indigenous communities.

## **Support to Victims**

In 2022-23, the RCMP will continue to seek input and collaboration from other federal departments, provincial/territorial agencies and victims' and Indigenous organizations on work that is underway to develop:

- two guides for families of missing persons and homicide victims, as part of its family-first and trauma-informed approach to victim services, which will be relevant for all families in all police services across Canada and will span the entire criminal justice system; and

- a national Canadian Victim Bill of Rights (CVBR) wallet card, which outlines the four primary rights under the CVBR, lists basic information about victim services, and contains space for officer and other contact information that can be customized as needed. These cards will help victims to understand their rights throughout the criminal justice process, and will also increase front-line officer awareness of their obligations under the CVBR.

The RCMP Family Violence Initiative Fund (FVIF) provides grants to community organizations that work in collaboration with police services on awareness, training and initiatives related to relationship and family violence. In 2022-23, the RCMP will continue to encourage FVIF applicants to leverage technology, allowing programming to continue despite ongoing pandemic restrictions.

### **Planned Result: Improved relationships with and outcomes for Indigenous people**

The RCMP is committed to strengthening its relationship and building trust with Indigenous peoples. In 2022-23, it will continue efforts to advance initiatives that support the Government of Canada's Missing and Murdered Indigenous Women and Girls (MMIWG) National Action Plan and Federal Pathway and will continue to undertake work that aligns with the Calls for Justice, the United Nations Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada's [Calls to Action](#)<sup>xli</sup>.

### **Reconciliation**

In 2022-23, the RCMP will continue its work to develop and implement divisional and national reconciliation strategic plans in collaboration, as well as internal and external consultation, with Indigenous peoples. It will also:

- work to implement and disseminate the communications protocol template, which is aimed to establish mutually agreed upon communication expectations between the RCMP and community leaders;
- advance its academic distinctions-based research on reconciliation and include recommendations in the national strategy;
- make progress on reconciliation initiatives through the RCMP Reconciliation Working Group, including advancing jurisdictional objectives;
- prepare the second RCMP Reconciliation Report to provide transparency and accountability to First Nation, Inuit and Métis communities on the RCMP efforts towards reconciliation; and
- engage Indigenous employees and communities with lived experience to provide an Indigenous lens to inform cultural competencies of police services.

## **First Nations and Inuit Policing Program**

The First Nations and Inuit Policing Program (FNIPP), which is administered by Public Safety Canada, financially supports professional, dedicated, and culturally responsive policing services to First Nation and Inuit communities in Canada. In 2022-23, the RCMP will continue to contribute to the ongoing strengthening of the program including supporting Public Safety Canada's work with First Nations partners to co-develop a legislative framework First Nations policing.

### **Recruitment**

The RCMP is committed to expanding its reach into a broader potential employee base to attract those with the skills needed to address the evolution of crime. To achieve this, the RCMP will focus on defining the attributes and characteristics required of a modern police officer, both for general duty policing and for specialized areas. These criteria will enhance the RCMP's ability to effectively target, process and retain sufficient numbers of promising and broadly diverse applicants including candidates from Black, Indigenous and other racialized communities. Ultimately, it will help meet the needs of a modern police agency by attracting candidates with different skills, life experiences, and cultural realities.

### **Gender-based analysis plus**

- In 2022-23, the RCMP will continue to coordinate its response to the MMIWG National Action Plan, for which policy and program initiatives are applying a GBA Plus lens.
- The RCMP will continue to apply a GBA Plus lens while selecting candidates to participate in the Commissioner's Advisory Committees.
- All newly acquired safety intervention equipment issued under the Modernization Strategy for Public and Police Safety Intervention Equipment will undergo a GBA Plus assessment to ensure equipment can meet the needs of a diverse workforce.
- Members will receive new lightweight hard body armour in 2022, which will be individually fit to members to ensure it provides both comfort and appropriate protection.

## **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

*Sustainable Development Goal #16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

- Aligned with the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law, the RCMP's National Crime Prevention Services will work to support RCMP divisions in the development, implementation, and evaluation of crime

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prevention strategies through the Rural Crime Toolbox and the creation of the Crime Prevention/Reduction Community of Practice.

- Further, the RCMP will continue to increase its number of referrals to Restorative Justice programs, which have proven to have lower rates of recidivism and higher levels of victim satisfaction when compared with the criminal justice process.

## Experimentation

- The RCMP Operational Research Unit will continue:
  - piloting LifeSkills Training (an evidence-based, drug prevention program that focuses on changing behaviours of youth) in three RCMP divisions in collaboration with National Youth Services. The results of this pilot project will inform whether the RCMP should move forward with the national implementation of this program in schools that have partnerships with the RCMP;
  - engaging with academic researchers to research and evaluate body-worn cameras as they are rolled out on a national scale. This partnership will help ensure transparency and the independence of some evaluation activities during the phased roll-out of body-worn cameras across the country; and,
  - collaborating with academics from Carleton University, the Canadian Police Association, the National Police Federation, and other law enforcement partners to explore approaches used by Canadian police services to respond to mental health calls, and the demands these place on police. This research will contribute data to better understand the interactions between Canadian police officers and persons with mental illnesses, such as:
    - the number and nature of mental health-related calls;
    - how mental health-related calls are resolved; and
    - the estimated demands associated with mental health-related calls (in terms of time, cost, and resources).
- To help strengthen the RCMP's relationships with Indigenous communities, the organization established the office for RCMP-Indigenous Collaboration, Co-Development and Accountability (RICCA). RICCA's full set of functions are identified through engagement with Indigenous communities. The scope is designed to have external and internal-facing roles, providing a culturally sensitive setting where employees can seek support and where solutions related to policing in Indigenous communities are addressed using a collaborative approach through outreach to Indigenous employees, communities and organizations.
- As part of the new T7 Conducted Energy Weapon (CEW) training package, Virtual Reality Training will be reviewed and tested in 2022-23 to determine whether it is beneficial to police training.

## Planned results for Contract and Indigenous Policing

The following table shows, for Contract and Indigenous Policing, the planned results, the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018-19 actual result	2019-20 actual result	2020-21 actual result
The RCMP provides modern contract policing services	RCMP weighted clearance rate across contract policing jurisdictions <sup>xlii</sup>	39. The goal is for an increased clearance rate of 1.5 points.	March 31, 2023	37.03 <sup>xliii</sup>	32.65 <sup>xliiv</sup>	32.85 <sup>xliv</sup>
	Crime Severity Index <sup>xlvi</sup>	Not available	March 31, 2023	99.32	115.00	108.23
	Rural crime rates in RCMP jurisdiction	Not available <sup>xlvii</sup>	Not applicable	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, 2023	70%	64%	57%
	Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"	60%	March 31, 2023	Not available	Not available	65% <sup>xlviii</sup>
Improved relationships with and outcomes for Indigenous people	Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"	TBD <sup>xlix</sup>	March 31, 2023	Not available	Not available	49% <sup>l</sup>
	Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)	5% increase in pre-charge referrals to Restorative Justice from the baseline	March 31, 2023	Not available <sup>li</sup>	Not available <sup>lii</sup>	Not available <sup>liii</sup>

The financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>liv</sup>



## Planned budgetary spending for Contract and Indigenous Policing (dollars)

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
1,930,234,791	1,930,234,791	1,751,831,220	1,749,339,829

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).<sup>lv</sup>

## Planned human resources for Contract and Indigenous Policing

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
18,579	18,683	18,716

Financial, human resources and performance information for the RCMP's Program Inventory is available on [GC InfoBase](#).<sup>lvi</sup>



## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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 2022-23, the Human Resources (HR) program will focus on addressing systemic racism and discrimination, strengthening diversity and inclusion within the organization, strengthening relationships with Indigenous peoples, building an agile approach to HR management, and actively promoting psychological health and safety in the workplace.

As part of its EDI Strategy that was launched in January 2021, the RCMP is committed to supporting an inclusive and diverse workforce, and to building positive and trustful relationships with Indigenous, Black and other racialized communities. In 2022-23, it will continue to set the foundation to address systemic racism and discrimination by building organizational capacity towards:

- creating a dedicated Centre of Expertise for EDI to implement an evergreen EDI Strategy and undertake results-based work in the following five areas: innovation, outreach and engagement, strategic coordination, advice and guidance, and policy and data analysis to update policies to strengthen diversity and inclusion in the organization;
- modernizing the RCMP's HR systems, policies, and practices, including the implementation of a robust framework to begin collecting, analysing and reporting race-based data to support evidence-based decisions. This will help the organization understand the effects of its policies, processes and practices, and allow it to recommend

changes where the data shows evidence of systemic racism and other forms of discrimination; and

- strengthening the RICCA office and its relationship between the RCMP and Indigenous, Inuit and Metis communities. RICCA will work to better understand the perspectives of Indigenous peoples, recognize and be accountable for past events, and take early, appropriate and respectful steps in partnership with Indigenous communities.

During the year, the HR program will identify additional projects to support the implementation of its People Strategy – a vision to create a highly skilled, diverse, dynamic, and engaged workforce that will cultivate a culture of respect and inclusion, innovation, and intelligent risk taking.

The RCMP will continue the implementation of its Employee Well-being (EWB) Strategy 2021-2024, with the intent of achieving a psychologically and physically healthy and safe workplace and workforce at all levels of the organization. The second year implementation of the EWB Strategy will focus on:

- continuing the rollout of Psychological Health Screenings to allow for early detection, intervention and psycho-education in support of mental health;
- establishing a Well-Being Ambassador Program to assist in identifying hazards and risks that can contribute to employee psychological harm in the workplace and by building awareness of and ensuring organizational alignment with the *National Standard for Psychological Health and Safety in the Workplace*; and
- implementing a National Reintegration Program, through which the RCMP anticipates to reduce the sick leave average and associated costs, reduce stigma and stereotypes that impede recovery, and help prevent cases of complex mental disorders, such as post-traumatic stress disorder (PTSD).

### **Independent Centre for Harassment Resolution**

The Independent Centre for Harassment Resolution (ICHR) ensures employees have a trusted and consistent harassment resolution process that is accessible, and supports accountability. Preventing and resolving harassment and violence in the workplace is helping to advance the RCMP's modernization efforts.

In 2022-23, the ICHR will work towards becoming fully operational by staffing remaining positions, completing the development of operational processes and procedures, and continuing to adjust through an agile mindset. During the year, it will also:

- work towards implementing the government's decision to externalize the ICHR so there can be no conflicts of interest;

- raise awareness about the ICHR's services, as well as workplace harassment and violence prevention, through awareness initiatives such as its first ICHR Annual Report in 2022; and
- work with partners to develop learning products to address findings from investigations, and deliver these products in 2022-23.

### **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 Plus Centre of Expertise, which provides centralized support and guidance for the application of GBA Plus as a key lens for modernization.

AIM will continue to support business lines and divisions in fulfilling their responsibility to integrate GBA Plus across their work. Through the newly-established RCMP GBA Plus Network, AIM will continue to hold quarterly meetings with representatives from all divisions and business lines to support in the application of GBA Plus. The Network will continue to provide a forum to identify key priorities and common GBA Plus issues, and to share knowledge, resources and GBA Plus-related tools. In addition, awareness sessions will continue to be held, including two GBA Plus boot camps in 2022-23, to better support businesses lines and employees in applying GBA Plus to their work.

AIM will also provide direct GBA Plus support to priority initiatives such as:

- preventing and addressing harassment, violence and discrimination (e.g., a review of conduct measures);
- body-worn cameras;
- the National Technology Onboarding Program;
- modernizing recruitment;
- uniform and equipment modernization; and
- supporting transgender, non-binary, and two-spirited employees, including through consideration of inclusive design in RCMP facilities.

Working with external experts, AIM will continue to engage business lines and divisions in implementing holistic, long-term culture change. This will include the continued roll-out of the organizational culture inventory, which was used to identify behaviours, actions, and objectives that will drive measurable culture change by fostering inclusiveness, innovation, and collaboration. Piloted projects are being undertaken in two divisions to implement a set of key behaviours to impact culture change, which are expected to be completed in the summer of 2022. This will be followed by broader implementation in 2022-23 and beyond.

AIM continues to build capacity to coordinate and advance innovation-related projects in the RCMP. This includes identifying ways to maximize innovative ideas from employees, and advancing the creation of an “Innovation Hub” to connect and leverage all RCMP areas working on innovation. AIM is also responsible for the overall coordination of the RCMP’s work with the Innovative Solutions Canada (ISC) Program, which connects innovators and participating federal departments to address challenges. There are also three challenges that will extend into 2022-23: inclusive respirators, the modernization of handcuffs, and artificial intelligence decryption.

### **Access to Information and Privacy (ATIP) Modernization**

Ensuring Canadians have timely access to information so they understand how and why the RCMP makes decisions and the challenges it faces is key to maintaining and strengthening trust and confidence in the organization. Modernizing its ATIP program remains of critical importance to not only comply with legislated responsibilities, but also to meet the expectations of Canadians.

In the past 12 to 15 months, progress has been made to improve the program. During 2022-23, the ATIP program will continue to implement its strategy and action plan to modernize not only its access to information program in line with the Office of the Information Commissioner’s recommendations, but also its privacy program. The ATIP program will specifically work towards achieving the following:

- improving the ATIP tasking process by updating guidance materials for ATIP personnel across the organization that clearly identifies the mandates, information holdings and points of contact in RCMP business lines and divisions;
- ensuring processes are documented, consistent and auditable across the organization by making a repository for policies and procedures accessible to all ATIP personnel;
- ensuring all RCMP employees receive adequate training on ATIP processes by examining how to expand delivery of a new “ATIP 101” training course across the organization, including potentially making it mandatory for employees;
- digitizing the ATIP process by:
  - developing an ATIP digital strategy to outline a way forward to improve the technological elements of the ATIP program in partnership with a recognized consultancy firm; and
  - expanding on the update of the RCMP internal and external websites conducted in 2021-22 to add information on modernization efforts and ATIP policies and procedures;
- ensuring the RCMP has enough resources to match the volume of ATIP requests it receives, as well as address the long-standing backlog, by developing and commencing

- the implementation of its ATIP modernization human resource strategy, supported by a robust developmental program and recruitment strategy; and
- enhancing employee awareness of privacy obligations and increasing pro-activity of the ATIP program’s engagement on privacy issues by:
    - staffing a newly created dedicated privacy stream within the ATIP branch to provide a greater level of attention and support;
    - expanding the RCMP’s delivery, in collaboration with key partners, of critical privacy-related training, including how to conduct Privacy Impact Assessments and key considerations for leaders in relation to privacy; and
    - developing a “How to do a Privacy Impact Assessment” module and information session, targeting guidance to RCMP personnel conducting a Privacy Impact Assessment.

### Professional Responsibility Sector

In 2022-23, the Professional Responsibility Sector (PRS) will complete the final phase of its Conduct Measures Guide review using external expert consultants in the field of police discipline and employment law. This is in an effort to ensure that a trusted and effective conduct regime is in place to support a safe and respectful workplace. The review will produce a report, which will focus on the range of measures available to address harassment and sexual misconduct, and will include a GBA Plus and EDI analysis and identification of trends.

Following the review, PRS will engage internal and external stakeholders and experts to modernize the Conduct Measures Guide to meet police accountability expectations, increase the consistent application of conduct measures by conduct authorities, and address specific recommendations in the [Report of the Independent Assessors for the Merlo-Davidson Settlement](#)<sup>lvii</sup>.

#### Planned budgetary spending for internal services (dollars)

The following table shows, for internal services, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 Planned spending	2023-24 Planned spending	2024-25 planned spending
649,932,008	649,932,008	637,148,785	628,394,690

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022-23 and for each of the next two fiscal years.

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
4,125	4,181	4,221



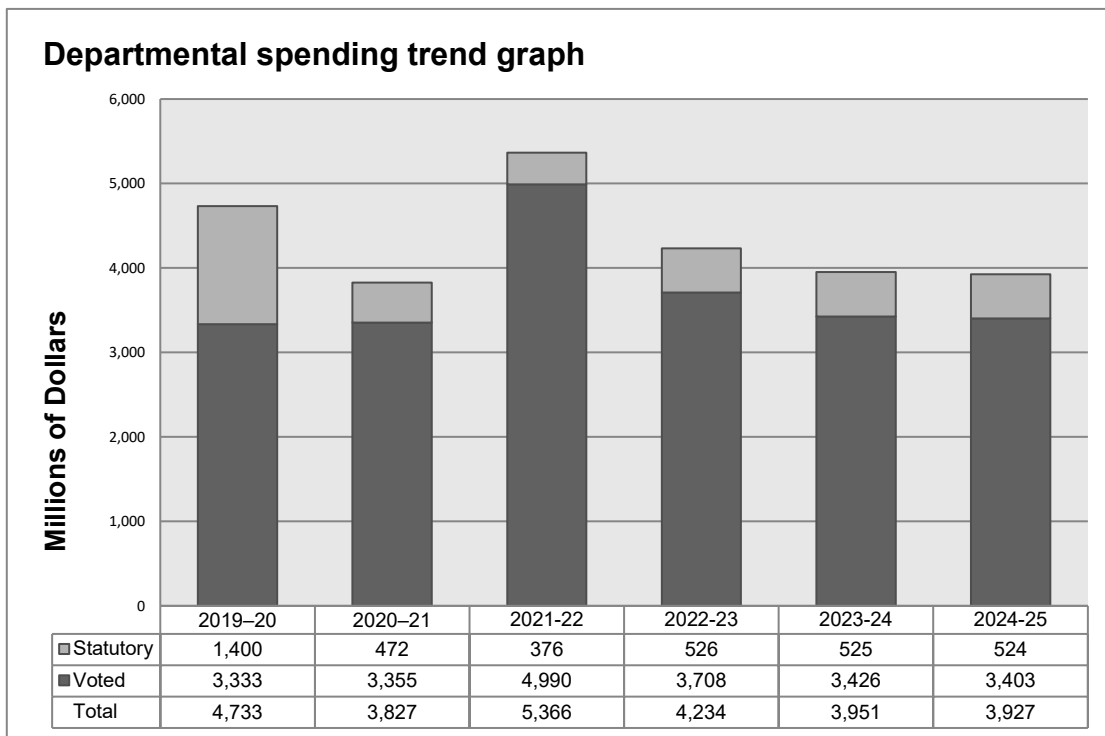
## Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022-23 with actual spending for the current year and the previous year.

### Planned spending

Departmental spending 2019-20 to 2024-25

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



## Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the RCMP's core responsibilities and for its internal services for 2022-23 and other relevant fiscal years.

Core responsibilities and internal services	2019-20 actual expenditures	2020-21 actual expenditures <sup>lx</sup>	2021-22 forecast spending <sup>lx</sup>	2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
Federal Policing	1,093,472,764	890,171,085	1,143,939,923	1,047,163,970	1,047,163,970	994,935,830	988,432,608
National Police Services	632,298,728	566,618,458	678,114,366	606,873,054	606,873,054	567,141,514	561,177,811
Contract and Indigenous Policing	2,323,589,319	1,692,685,201	2,785,321,042	1,930,234,791	1,930,234,791	1,751,831,220	1,749,339,829
<b>Subtotal</b>	<b>4,049,360,811</b>	<b>3,149,474,744</b>	<b>4,607,375,331</b>	<b>3,584,271,815</b>	<b>3,584,271,815</b>	<b>3,313,908,564</b>	<b>3,298,950,248</b>
Internal Services	683,613,112	677,890,959	759,035,056	649,932,008	649,932,008	637,148,785	628,394,690
<b>Total</b>	<b>4,732,973,923</b>	<b>3,827,365,703</b>	<b>5,366,410,387</b>	<b>4,234,203,823</b>	<b>4,234,203,823</b>	<b>3,951,057,349</b>	<b>3,927,344,938</b>

The RCMP's planned spending is aligned with the RCMP's Vision 150 goals as well as its People Strategy. This strategy weaves together several transformative initiatives to realize a proactive, client-centred approach to HR and People Management.

The RCMP's 2022-23 planned spending is \$4.2 billion spread across its three core responsibilities and Internal Services. The amount of \$1.9 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 \$1.0 billion is in support of resources devoted to Federal Policing, which encompasses all federally mandated activities as well as International Policing Operations. Moreover, \$0.6 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.

Planned spending for 2022-23 reflects the amounts presented in the 2022-23 Main Estimates, which represents an increase of \$0.79 billion (or 23.1%) in comparison to the 2021-22 Main Estimates. It is forecasted that planned spending for 2023-24 and 2024-25 will remain relatively consistent as compared to 2022-23 (a decrease of \$0.28 billion or 6.7%, and a decrease of \$0.02 billion or 0.6% respectively).

The increase in planned spending for 2022-23 is mainly the result of a net increase for negotiated salary adjustments stemming from the National Police Federation collective agreement, funding for the Grant to Compensate Members of the RCMP for Injuries Received in the Performance of Duty, funding to stabilize and strengthen RCMP core operations, adjustments to the statutory Employee Benefits Plan, funding to provide a national body-worn camera program for front-line officers to improve public transparency and accountability of the RCMP, the renewal of the international police peacekeeping and peace operations program, and funding to enhance Canada's firearms control framework.

COVID-19's constant state of evolution is expected to continue to impact certain programs in 2022-23. 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.

The slight decreases in 2023-24 and 2024-25 are mainly due to the sunsetting of the interim funding for the Grant to Compensate Members of the RCMP for Injuries Received in the Performance of Duty in 2023-23, as well as funding profile changes in line with the implementation schedule for those initiatives identified above.

#### 2022-23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022-23.

Core responsibilities and internal services	2022-23 gross planned spending	2022-23 planned revenues netted against spending	2022-23 planned net spending
Federal Policing	1,049,163,970	(2,000,000)	1,047,163,970
National Police Services	629,622,054	(22,749,000)	606,873,054
Contract and Indigenous Policing	3,661,245,019	(1,731,010,228)	1,930,234,791
<b>Subtotal</b>	<b>5,340,031,043</b>	<b>(1,755,759,228)</b>	<b>3,584,271,815</b>
Internal Services	650,272,008	(340,000)	649,932,008
<b>Total</b>	<b>5,990,303,051</b>	<b>(1,756,099,228)</b>	<b>4,234,203,823</b>

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 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 RCMP's 2022-23 planned gross spending is \$6.0 billion, with \$1.8 billion in vote netted revenues, for a total budgetary planned net spending of \$4.2 billion.

The planned vote netted revenues in 2023-24 and beyond are consistent with those of 2022-23 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 information on human resources, in full-time equivalents (FTEs), for each of the RCMP's core responsibilities and for its internal services for 2022-23 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019-20 actual full-time equivalents <sup>lx</sup>	2020-21 actual full-time equivalents <sup>lxii</sup>	2021-22 forecast full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Federal Policing	5,176	5,114	5,139	4,982	4,968	4,968
National Police Services	3,645	3,711	4,008	4,030	4,002	4,017
Contract and Indigenous Policing	18,435	18,291	18,483	18,579	18,683	18,716
<b>Subtotal</b>	<b>27,256</b>	<b>27,116</b>	<b>27,630</b>	<b>27,591</b>	<b>27,653</b>	<b>27,701</b>
Internal Services	3,863	3,907	3,932	4,125	4,181	4,221
<b>Total<sup>lxiv</sup></b>	<b>31,119</b>	<b>31,023</b>	<b>31,562</b>	<b>31,716</b>	<b>31,834</b>	<b>31,922</b>

The RCMP's human resources are expected to continue to fluctuate within 0.5% of its current levels over the coming years. Future year planned staffing is aligned with the RCMP's commitment to modernization. To deliver on this commitment, the RCMP will continue to implement its previously approved People Strategy initiative and focus on new initiatives where the RCMP is anticipating staffing increases. These additional planned FTEs will support the expansion of the RICCA office, the establishment of a Targeted Recruitment and Modernization team, the development of a regime to collect, analyze, and report on race-based data, and the implementation of an anti-racism training curriculum.

In 2022-23, the RCMP is expecting to increase by 154 FTEs for a total of 31,716 FTEs in comparison to the 2021-22 Departmental Plan. These changes are a result of the continued implementation of previously approved initiatives, such as the RCMP's Independent Centre for Harassment Resolution and Foundational Improvement to Federal Policing Capacity and Capability, as well as increases to the First Nations and Inuit Policing Program. Additionally, the RCMP's planned increases include the implementation of newly approved initiatives, such as the national body-worn camera program for front-line officers to improve public transparency and

accountability of the RCMP and enhancing Canada's firearms control framework. The planned staffing increases are partially offset by the reduction of FTEs associated with the sunset of the Better Service to Air Travellers initiative and the implementation of the legalization and regulation of cannabis initiatives. If these initiatives are not renewed, the RCMP will address the reduction through attrition and the realignment of resources based on prioritization.

## Estimates by vote

Information on the RCMP's organizational appropriations is available in the [2022-23 Main Estimates](#).<sup>lxv</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the RCMP's operations for 2021-22 to 2022-23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on the [RCMP's website](#).<sup>lxvi</sup>

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021-22 forecast results	2022-23 planned results	Difference (2022-23 planned results minus 2021-22 forecast results)
Total expenses	7,398,261,926	6,288,425,648	(1,109,836,278)
Total revenues	2,250,724,638	1,971,358,370	(279,366,268)
Net cost of operations before government funding and transfers	5,147,537,288	4,317,067,278	(830,470,010)

For 2022-23, the RCMP is projecting \$6,288.4 million in expenses based on 2022-23 Main Estimates and accrual information. The \$1.1 billion decrease in 2022-23 planned expenses compared to the 2021-22 forecast expenses is mainly due to the signing of a new collective agreement for RCMP members, which included retroactive payments to be made in 2021-22.

The forecast and planned results are 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 Marco E. L. Mendicino, P.C., M.P., Minister of Public Safety

**Institutional head:** Commissioner Brenda Lucki

**Ministerial portfolio:** Public Safety

**Enabling instruments:**

- *Royal Canadian Mounted Police Act*<sup>lxxvii</sup>
- *Royal Canadian Mounted Police Superannuation Act*<sup>lxxviii</sup>
- *Enhancing Royal Canadian Mounted Police Accountability Act*<sup>lxxix</sup>
- *Royal Canadian Mounted Police Pension Continuation Act*<sup>lxxx</sup>

**Year of incorporation / commencement:** 1873

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

Information on the RCMP's raison d'être, mandate and role is available on the [RCMP's website](#).<sup>lxxi</sup>

Information on the RCMP's mandate letter commitments is available in the [Minister's mandate letter](#).<sup>lxxii</sup>

### Operating context

Information on the operating context is available on [RCMP's website](#).<sup>lxxiii</sup>

### Reporting framework

The RCMP's approved departmental results framework and program inventory for 2022-23 are as follows.

Royal Canadian Mounted Police - Departmental Results Framework					
Core Responsibility 1: Federal Policing		Core Responsibility 2: National Police Services		Core Responsibility 3: Contract and Indigenous Policing	
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: Law enforcement and Canadians have access to modern specialized policing services	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 increase in Canadian victims of online child sexual exploitation identified and uploaded to INTERPOL's International Child Sexual Exploitation Database (ICSE)		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 actioned within target service standards		Indicator: Percentage of surveyed Canadians within contract policing jurisdictions who agree with the statement, "I feel safer because of the RCMP"
	Indicator: Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)		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 Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats"		Indicator: Percentage of students who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College"		Departmental Result: Improved relationships with and outcomes for Indigenous people
	Indicator: Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of NC3 law enforcement partners who agree with the statement "the NC3 significantly contributes to a coordinated Canadian law enforcement response to cybercrime"		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 increase in individuals who are referred to 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"					

Internal Services

Royal Canadian Mounted Police – Program Inventory		
Program: Federal Policing Intelligence	Program: Canadian Firearms Investigative and Enforcement Services	Program: Contract and Indigenous Policing Operations Support
Program: Federal Policing Investigations	Program: Canadian Firearms Licensing and Registration	Program: Force Generation
Program: Federal Policing National Governance	Program: Canadian Police College	Program: Indigenous Policing
Program: International Operations	Program: Criminal Intelligence Service Canada	Program: Municipal Policing
Program: Protective Operations	Program: Departmental Security	Program: Provincial/Territorial Policing
	Program: Forensic Science and Identification Services	
	Program: National Cybercrime Coordination Unit	
	Program: Operational IM/IT Services	
	Program: Sensitive and Specialized Investigative Services	
	Program: Specialized Technical Investigative Services	



## Changes to the approved reporting framework since 2021-22

Structure	2022-23	2021-22	Change	Reason for change
<b>CORE RESPONSIBILITY</b>	Federal Policing	Federal Policing	No change	Not applicable
<b>PROGRAM</b>	Federal Policing Intelligence	Intelligence	Title change	Not applicable
<b>PROGRAM</b>	Protective Operations	Protective Services	Title change	Not applicable
<b>PROGRAM</b>	International Operations	International Policing	Title change	Not applicable
<b>PROGRAM</b>	Federal Policing National Governance	Governance	Title change	Not applicable
<b>PROGRAM</b>	Not applicable	Federal Policing Prevention and Engagement	Program ended	Note 1
<b>PROGRAM</b>	Not applicable	Federal Operations Support	Program ended	Note 2
<b>CORE RESPONSIBILITY</b>	National Police Services	National Police Services	No change	Not applicable
<b>PROGRAM</b>	Canadian Firearms Licensing and Registration	Firearms Licensing and Registration	Title change	Note 3
<b>PROGRAM</b>	Specialized Technical Investigative Services	RCMP Specialized Technical Investigative Services	Title change	Note 4
<b>PROGRAM</b>	Departmental Security	RCMP Departmental Security	Title change	Note 4
<b>PROGRAM</b>	Operational IM/IT Services	RCMP Operational IM/IT Services	Title change	Note 4
<b>PROGRAM</b>	National Cybercrime Coordination Unit	Not Applicable	New program	Note 5

**Note 1** Activities and outcomes subsumed under the Federal Policing Investigations Program

**Note 2** Activities and outcomes subsumed under the Federal Policing Investigations and Federal Policing National Governance Programs

**Note 3** Titled updated to reflect how the program is referenced internally and by the general public, which will improve clarity for the reader.

**Note 4** "RCMP" has been removed from National Police Services (NPS) program titles to improve consistency between NPS programs.

**Note 5** The National Cybercrime Coordination Unit (NC3) has been added to the Program Inventory as it represents a distinct role established for the RCMP as a part of the Government of Canada's National Cyber Security Strategy and the RCMP Cybercrime Strategy.

## Supporting information on the Program Inventory

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

## Supplementary information tables

The following supplementary information tables are available on the [RCMP's website](#).<sup>lxxv</sup>

- ▶ [Reporting on Green Procurement](#)<sup>lxxvi</sup>
- ▶ [Details on transfer payment programs](#)<sup>lxxvii</sup>
- ▶ [Gender-based analysis plus](#)<sup>lxxviii</sup>
- ▶ [Planned results on workplace wellness and diversity](#)<sup>lxxix</sup>

## Federal tax expenditures

The RCMP's Departmental Plan does not include information on tax expenditures.

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

## Organizational contact information

### Mailing address

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Strategic Policy and External Relations  
73 Leikin Drive  
Ottawa, ON K1A 0R2  
Mailstop #19

**Email:** [RPP\\_DPR-RPP\\_RMR@rcmp-grc.gc.ca](mailto:RPP_DPR-RPP_RMR@rcmp-grc.gc.ca)

**Website:** <https://www.rcmp-grc.gc.ca/en><sup>lxxxi</sup>

## 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

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

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

### **departmental result indicator (indicateur de résultat ministériel)**

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

### **departmental results framework (cadre ministériel des résultats)**

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

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 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: 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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**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

<sup>i</sup> Change at the RCMP, <https://www.rcmp-grc.gc.ca/vision150/index-eng.htm>

<sup>ii</sup> Change at the RCMP, <https://www.rcmp-grc.gc.ca/vision150/index-eng.htm>

<sup>iii</sup> Roadmap for a Renewed U.S.-Canada Partnership. <https://pm.gc.ca/en/news/statements/2021/02/23/roadmap-renewed-us-canada-partnership>

<sup>iv</sup> Elsie Initiative for Women in Peace Operations. [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/gender\\_equality-egalite\\_des\\_genres/elsie\\_initiative-initiative\\_elsie.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/elsie_initiative-initiative_elsie.aspx?lang=eng)

<sup>v</sup> Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data and targets in the next year.

<sup>vi</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

<sup>vii</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

<sup>viii</sup> Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data and targets in the next year.

<sup>ix</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

<sup>x</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

<sup>xi</sup> The clearance rate reflects the total number of incidents cleared (by charge or otherwise) during the year divided by the total number of incidents during the year. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%.

<sup>xii</sup> Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data and targets in the next year.

<sup>xiii</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

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<sup>xvii</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

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<sup>xx</sup> Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

<sup>xxi</sup> Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data and targets in the next year.

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xxiv The clearance rate reflects the total number of incidents cleared (by charge or otherwise) during the year divided by the total number of incidents during the year. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%.

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

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 Departmental Security ensures that appropriate security controls are implemented to protect from external threats like cyber attacks, ransomware, denial of service attacks, etc. Every government department is responsible to protect their own assets, people, processes, and systems.

xxix RCMP Environmental Scan, <https://www.rcmp-grc.gc.ca/en/rcmp-environmental-scan>

xxx Results are approximate and are subject to slight modifications as data collection methods improve, leading to more accurate statistics. Statistics are reported based on data available as of October 2021.

xxxi Data for this indicator were not collected during the 2018-19 fiscal year.

xxxii Data for this indicator were not collected during the 2019-20 fiscal year.

xxxiii The result depicts CIO costs.

xxxiv Data for this indicator were not collected during the 2018-19 fiscal year.

xxxv Data for this indicator were not collected during the 2018-19 fiscal year.

xxxvi Data for this indicator were not collected during the 2019-20 fiscal year.

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

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

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

xl 2010 to 2019 Police Intervention Options Report. <https://www.rcmp-grc.gc.ca/transparenc/police-info-policiers/intervention/2010-2019/index-eng.htm>

xli Truth and Reconciliation Commission of Canada: Calls to Action. [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls\\_to\\_action\\_english2.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls_to_action_english2.pdf)

xlii 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.

xliii This data point represents the revised RCMP weighted clearance rate for 2018.

xliv This data point represents the revised RCMP weighted clearance rate for 2019.

xlv This data point represents the RCMP weighted clearance rate for 2020.

xlvi 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.

xlvii Upon consultation, it was confirmed that Statistics Canada does not produce the data required to report on this indicator and therefore C&IP is unable to provide any actual results moving forward. C&IP is anticipating changes to come in the future, and this indicator will be re-evaluated once a suitable replacement has been formulated.

xlviii This indicator was newly established, and the Contract Partners were first asked this question in the 2020-21 FY.

xlix The team responsible for the deployment of the questionnaire, which will serve as the data collection mechanism for this indicator, has experienced delays due to resource limitations and the COVID-19 pandemic. The deployment has been delayed until late in 2021.

<sup>1</sup> These analyses were first made available in the FY 2020-21.

li RCMP Records Management Systems were not tracking Restorative Justice use annually at this time.

lii RCMP Records Management Systems were not tracking Restorative Justice use annually at this time.

liii This result is not available due to the measure being introduced in late 2021 and is applicable for future years.

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

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

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



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- <sup>lvii</sup> Report of the Independent Assessors for the Merlo-Davidson Settlement, <https://www.publicsafety.gc.ca/cnt/trnsprnc/brfng-mtrls/prlmntry-bndrs/20210930/04-en.aspx>
- <sup>lviii</sup> Expenditures are based on the Departmental Results Report.
- <sup>lix</sup> Expenditures are based on the Departmental Results Report.
- <sup>lx</sup> Forecast spending reflects current and projected authorities to the end of the fiscal year.
- <sup>lxi</sup> FTEs are based on the Departmental Results Report.
- <sup>lxii</sup> FTEs are based on the Departmental Results Report.
- <sup>lxiii</sup> FTEs are based on the 2021-22 Departmental Plan.
- <sup>lxiv</sup> Totals may not add up due to rounding.
- <sup>lxv</sup> 2022-23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- <sup>lxvi</sup> RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- <sup>lxvii</sup> *Royal Canadian Mounted Police Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- <sup>lxviii</sup> *Royal Canadian Mounted Police Superannuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>
- <sup>lxix</sup> *Enhancing Royal Canadian Mounted Police Accountability Act*, [http://lawslois.justice.gc.ca/eng/annualstatutes/2013\\_18/](http://lawslois.justice.gc.ca/eng/annualstatutes/2013_18/)
- <sup>lxx</sup> *Royal Canadian Mounted Police Pension Continuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>
- <sup>lxxi</sup> RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- <sup>lxxii</sup> Prime Minister of Canada, <https://pm.gc.ca/en/mandate-letters>
- <sup>lxxiii</sup> RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- <sup>lxxiv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>lxxv</sup> RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>
- <sup>lxxvi</sup> Reporting on Green Procurement, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023-reporting-green-procurement>
- <sup>lxxvii</sup> Details on transfer payment programs, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023-details-transfer-payment-programs>
- <sup>lxxviii</sup> Gender-based analysis plus, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023-gender-based-analysis-gba>
- <sup>lxxix</sup> Planned results on workplace wellness and diversity, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023-planned-results-wellness-diversity>
- <sup>lxxx</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- <sup>lxxxii</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en>