

2020–21

Departmental Results Report

Royal Canadian Mounted Police

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

© Her Majesty the Queen in Right of Canada,
As represented by the Minister of Public Safety, 2021
Departmental Results Report 2020-21
ISSN 2560-9483
Catalogue PS61-35E-PDF

Table of contents

From the Minister	2
Results at a glance.....	3
Results: what we achieved	5
Federal Policing	5
National Police Services	14
Contract and Indigenous Policing	20
Internal Services	25
Analysis of trends in spending and human resources	29
Actual expenditures	29
Actual human resources	31
Expenditures by vote	32
Government of Canada spending and activities.....	33
Financial statements and financial statements highlights	33
Corporate Information	35
Organizational profile	35
Raison d'être, mandate and role: who we are and what we do.....	35
Operating context.....	35
Reporting framework.....	35
Supporting information on the program inventory	36
Supplementary information tables.....	36
Federal tax expenditures.....	37
Organizational contact information.....	37
Appendix: definitions	38
Endnotes	42

From the Minister

As Canada's Minister of Public Safety, I am pleased to present to Parliament the RCMP Departmental Results Report for the period ending March 31, 2021.

This document looks back on the RCMP's performance during what was an unprecedented time. Like so many other essential workers across the country, the RCMP quickly adapted in order to continue delivering high-quality policing services during the COVID-19 pandemic. Despite the challenging circumstances, these efforts led to significant operational successes, which are detailed in this report. This includes adapting to new forms of online criminality, such as ransomware attacks and cryptocurrency fraud, as Canadians increased their online presence.



Progress was also made on long-term cultural change and modernization in the RCMP, including efforts to advance accountability and trust both inside and outside the organization. Work continued on the establishment of the new Independent Centre for Harassment Resolution to provide comprehensive supports for survivors. Future work will include options for further externalization of the centre's functions to ensure there can be no conflicts of interest. The RCMP also launched a body-worn camera pilot program to enhance transparency in police interactions with the public.

The RCMP remains committed to strengthening Indigenous reconciliation and to tackling systemic racism in the organization. This past year, a mandatory cultural competency training course was launched to address unconscious bias among RCMP employees and cadets, which was developed in consultation with Black, Indigenous and other People of Colour (BIPOC). Each RCMP division is also advancing its own reconciliation strategy, in collaboration with local Indigenous groups and communities. The RCMP will continue to support advancing the priorities of Indigenous communities to reclaim full jurisdiction in the areas that matter to them such as child and family services, policing, and the administration of justice.

During this challenging time, RCMP officers continued to serve with integrity and professionalism. While there is more work to do to build the RCMP of the future, I am confident that the RCMP is fully committed to delivering meaningful results and the highest quality service to the people of Canada.

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

Results at a glance

What funds were used? Actual spending of \$3,827,365,703

Who was involved? 31,023 full-time equivalents

Results Highlights

Operational Efforts

- To support employees who needed to work remotely during the pandemic, the RCMP accelerated the implementation of its [Connected RCMP Digital Policing Strategy](#).ⁱ Virtual private network (VPN) capacity was increased, additional laptops and Android devices were deployed quickly, and electronic signatures were expanded to facilitate paperless approvals.
- The RCMP successfully implemented a national Gold-Silver-Bronze (GSB) Command Structure to coordinate and manage the RCMP's operations and administration in response to the COVID-19 pandemic.
 - This structure provided a framework for the delivery of strategic (Gold), tactical (Silver), and operational (Bronze) efforts and facilitated the establishment of processes for communications protocols, the movement of equipment and personnel, the flow of information, and event responsibilities.
 - It coordinated mental health and well-being supports, adjustments to work spaces and routines for many RCMP employees, as well as the provision of personal protective equipment to members delivering essential front-line policing services.
 - The GSB Command Structure enabled the RCMP to implement a well-organized and coordinated national response. The RCMP is continuing to use this structure to prioritize specific front-line and divisional needs, and coordinate its response with external stakeholders where necessary.
- As Canadians moved their lives increasingly online as a result of the pandemic, criminals seized new opportunities for illegal activities. In response to this shift, the RCMP, in close coordination with domestic and international partners, took federal enforcement action against priority cybercrime activity, such as advanced malware that had been used to victimize Canadians and Canadian infrastructure.
- To disrupt the ongoing victimization of Canadians through a series of transnational telephone scams, the RCMP charged six individuals operating as “money mules.” These scams include the Canada Revenue Agency telephone scam, the bank investor scam, and the tech support scam.

- To improve access to services in remote communities, the RCMP's Canadian Criminal Real Time Identification Services accredited 17 private sector companies to offer fingerprinting for civil screening purposes from mobile Electronic Fingerprint Capture Devices.
- In support of law enforcement efforts to stamp out organized crime across Canada, the RCMP supported the Commission of Inquiry into Money Laundering in British Columbia by providing expert testimony and subject matter expertise on money laundering, as well as significantly contributing to the disclosure and vetting of important materials.

Modernization Initiatives

- In support of its objective to be a more diverse and inclusive organization, the RCMP:
 - released and began implementing its Equity, Diversity, and Inclusion Strategy, which outlines concrete actions that will be taken to address racism and discrimination both within the organization and with the communities we serve.
 - established a Gender-based Analysis (GBA) Plus Network with representatives from all RCMP divisions and business lines to discuss priorities, common GBA Plus issues, and share knowledge, resources, and tools.
 - held consultations with Indigenous groups and communities to provide the RCMP Commissioner with lived-experience advice on reconciliation and to help improve and advance meaningful projects.
 - launched a new Cultural Awareness and Humility course, which was made mandatory for all RCMP employees as of November 2020. Over 90% of RCMP employees completed the course in the reporting period. It was also shared with law enforcement and security agencies across Canada via the Canadian Police Knowledge Network (CPKN) online portal.
 - continued to support the United Nations' (UN) efforts to recruit more women for peacekeeping missions. In 2020-21, 15 out of 45 long-term Canadian Police Arrangement deployments were women (35%), which exceeded the UN target of 23%.
- The RCMP continued to increase transparency and accountability by publically releasing its data and information pertaining to police intervention, calls for service, mental health-related calls, and employee diversity.
- To better harness diverse and specialized expertise, the Canadian Police College (CPC) initiated the Adjunct Faculty Program, which recruits instructors from the broader law enforcement community.
- To improve the use of its data and enable evidence-based decision-making, the RCMP implemented its Data and Analytics Program in 2020-21.

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

Results: what we achieved

Federal Policing

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

Results:

The 2021-2023 Federal Policing Strategic Plan (FPSP) outlines key priorities to ensure resources are situated to respond to the highest threats and priorities. As a result of the COVID-19 pandemic, Federal Policing faced a number of challenges, including staffing shortages. In an effort to continue to address this shortage, in 2020-21, Federal Policing launched a campaign to recruit and train civilian employees with specialized experience and expertise to support federal criminal investigations.

To better enable evidence-based decisions regarding pandemic-related impacts to its operations, Federal Policing developed the Pandemic Assessment and Response Tool. This tool helped prioritize operations to ensure they continued to support the Federal Policing priorities outlined in the FPSP, as well as its capacity to respond to immediate threats to public safety.

Over the past year, emerging national operational threats that required a federal response included interference and hostile activities by foreign actors – including the protection of Canada’s democratic institutions against foreign interference and disinformation – as well as responses to increased domestic and international extremism.

Federal Policing responded to threats to Canada’s economic security, safeguarded research and innovation, and helped to protect global supply chains. Emerging technologies pose a different type of potential threat, involving telecommunication security, encryption, and ransomware. These many threats exist against a backdrop of climate change, natural disasters, shifting migration patterns, and the ongoing pandemic.

Federal Policing Investigations

Federal Policing investigations are often lengthy and complex, requiring significant capital and/or human resource investments, implicating multiple jurisdictions domestically and internationally, and employing specialized investigative techniques. The pandemic intensified challenges, as criminal trends shifted toward the cyber realm and resources thinned as a result of public health and travel restrictions. Federal Policing piloted the Pandemic Assessment and Response Tool, a new web-based collaborative platform to help capture the impact on investigational files within the new reality brought on by the pandemic.

Federal Policing also continued to enhance its ability to support and advance investigations related to national security, cybercrime, transnational and serious organized crime, financial crime, and border integrity, as well as work in intelligence, and international policing, as detailed below.

National Security

- In collaboration with domestic and international partners, the RCMP helped to detect, prevent, deny, and respond to threats to Canada's national security and the security of its allies.
- The RCMP continued to work with domestic and international partners to conduct investigations and lay charges against suspected Canadian Extremist Travellers (CETs).
- The RCMP and its law enforcement and intelligence partners also continued to monitor, assess, and manage the increasing threat to public safety and Canada's national security posed by Ideologically Motivated Violent Extremists (IMVEs).
 - The RCMP supported the work of its public safety partners to add seven new terrorist organizations to the *Criminal Code* list of terrorist entities, helping to disrupt their ability to operate.
- The growing number of foreign actor-related investigations has increased the RCMP's overall awareness and ability to intervene and to mitigate the threat from hostile activities by state actors.

Cybercrime

- Over the last year, the RCMP observed an increase in online fraud cybercriminals who leveraged the conditions created by the pandemic to launch campaigns involving phishing, malware, ransomware, business email compromise, and others.
- In support of the Government of Canada's National Cyber Security Strategy, the RCMP increased its federal intelligence and enforcement capacity to investigate the most significant cyber threats to Canada's political, economic, and social integrity.
 - Investigators are deployed to the FBI in Washington and the National Crime Agency in London, UK. These embedded members play a key role in ensuring that the RCMP is a world leader in cybercrime investigations, which are inherently multinational by nature.
 - In fall 2020, all three of Federal Policing's cybercrime investigative teams became operational to investigate advanced cybercrime incidents. The teams are located in Ontario and Quebec, but are able to deploy anywhere in the country.
- These capacity increases enabled the RCMP to better collaborate with key government departments and partners in the security and intelligence community to disrupt cyberattacks and the threat actors that use them to ensure the safety of Canadians and critical infrastructure, including Canadian companies and financial institutions.ⁱⁱ
 - Federal Policing was a key player in a multinational disruption operation involving one of the largest and most malicious malware families (known as Emotet).

Transnational and Serious Organized Crime

- To help address the criminal enablers of the opioid epidemic and the smuggling and trafficking of both opioids and other illegal drugs across Canadian borders, Federal Policing investigated individuals involved in drug-related organized crime operations. This included dismantling a criminal drug trafficking network based in Quebec, resulting in the arrest of nine individuals and the seizure of currency, illegal drugs, and property.
- To disrupt the illegal smuggling of firearms and drugs, the Toronto Airport Detachment, an RCMP-led joint forces unit supported by law enforcement partners including the Canada Border Services Agency (CBSA), investigated a sophisticated criminal network resulting in the seizure of illegal firearms and controlled substances, the arrest of six individuals, and the laying of over 140 charges under the *Criminal Code* and the *Controlled Drugs and Substances Act*.
- To ensure that organized crime is not involved in Canada's legal cannabis market, the RCMP worked with domestic and international partners during Project OALYSSUM to detect and dismantle an illegal cannabis grow operation in Ontario. The RCMP charged four individuals with various offences and seized restricted and prohibited handguns, illegally grown cannabis, cocaine, and property.

Financial Crime

- Federal Policing pursued a variety of means to improve the Government of Canada's ability to mitigate harm to its financial integrity in 2020-21, including criminal enforcement, regulatory action, and legislative reform.
- To ensure that the legal authorities to combat money laundering and terrorist financing remain current with the evolving threat environment, Federal Policing continued to support the Government's review of current anti-money laundering and terrorist financing legislation, including foreign investments under the *Investment Canada Act*, the *Privacy Act*, and the *Criminal Code of Canada*.
- To enhance efforts to lawfully share information and provide interagency support to address money laundering and proceeds of crime, the RCMP actively participated in the anti-money laundering Action, Coordination and Enforcement Team. This team works to enhance information sharing between partners and to identify areas to increase the effectiveness of money laundering investigations. This team, led by Public Safety, has become the Financial Crime Coordination Centre (FC3).
- To drive operational responses to the most serious money laundering threats in Canada, the RCMP continued to support Integrated Money Laundering Investigative Teams (IMLITs) in British Columbia, Alberta, Ontario, and Quebec. These teams will serve to solidify key partnerships to advance integrated investigative capacity.
- To set out a framework for a more systematic targeting of priority money laundering operations in Canada, the RCMP developed the Canadian Integrated Response to Organized Crime: Proceeds of Crime/Money Laundering Strategy in 2020, in consultation with anti-money laundering regime partners.

- To further develop national capacity to address cryptocurrency and emerging trends in the criminal exploitation of virtual assets, the RCMP continued to develop its capacity to provide training and expertise to its partners, stakeholders, and the public.
- To counter criminal misconduct in Canada's capital markets, the RCMP enhanced its partnerships with Canadian Securities Commissions and sought professionals in key areas to support its Integrated Market Enforcement Teams (IMET). The IMETs:
 - Collaborated with domestic and international partners and regulators on files related to possible capital market frauds tied to the pandemic in order to protect Canada's financial integrity.
 - Leveraged police and civilian resources to conduct investigations into fraudulent practices targeting investors.
 - Worked to protect the financial integrity of Canada by collaborating with domestic and international partners and regulators on files related to possible frauds in the capital markets tied to the COVID-19 pandemic.
 - Collaborated with the Alberta Securities Commission and the Federal Bureau of Investigation and charged two individuals involved in a fraud scheme with an estimated value of \$7.9 million.

Border Integrity

- To detect, disrupt, and investigate threats to Canadians originating outside Canada's borders, the RCMP worked jointly with domestic and international partners to create and maintain a level of awareness of these threats in the air, at sea, and on land.
- In 2020, the RCMP released its 2020-2023 Border Integrity Program Strategy, which outlined new parameters within which the program will operate and addressed current and anticipated challenges facing the border environment. It reflects the Border Integrity Program's commitment to adapt and respond to the modern threat environment. The program has delivered a number of notable successes over the past year as follows:
 - In Ontario, an RCMP investigation led to money laundering and drug importation charges and sentencing against a Michigan boater, which resulted in a \$1.15 million US cash seizure.
 - In British Columbia, the RCMP charged a high-profile Hells Angels member with drug smuggling resulting in the seizure of 38 kilograms of cocaine and 90 kilograms of methamphetamine with an estimated street value of \$2.8 million.
 - In Quebec, RCMP charged an individual with importing 249 firearms near the Canada/US border.
 - In Ontario, RCMP charged several individuals with the illegal importation of firearms, each facing 92 charges under the *Criminal Code* and *Customs Act*.
- In response to the COVID-19 pandemic, the RCMP implemented a National Operations Plan to ensure the integrity of the Canadian border and adapt to changing criminal patterns as a result of pandemic-related border closures and restrictions.

Intelligence

The Federal Policing National Intelligence (FPNI) program continued to support Federal Policing and broader Government of Canada decision-making by producing relevant, actionable, and timely intelligence, trend analysis, and assessments on a variety of topics.

A key priority for FPNI in 2020-21 was responding to hostile cyber actors that target critical infrastructure, and developing internal tools and processes. It also focused on advancing key partnerships across the domestic and international law enforcement and national security community to improve its capacity to respond to evolving cyber threats.

The program continued to support the economic security of Canada by participating in the reviews of foreign investments under the *Investment Canada Act* led by various departments and agencies. These reviews help to reduce the number of investments that could be injurious to Canada's national security and strengthen the public's confidence in Canada's financial systems.

Protective Services

Over the past year, the RCMP continued to deliver protective services for government-led events, designated sites, and RCMP Protected Persons including the Prime Minister, the Governor General, Canadian and foreign dignitaries, and visiting International Protected Persons such as visiting Heads of State. Protective Services also provided specially trained RCMP officers onboard select Canadian-registered aircraft to contribute to the safety of Canadian air travel.

In support of modernization efforts within Protective Services, the RCMP shifted towards using behavioural evaluations to assess threats. These focus on violence risk factors, rather than solely criminality factors, to better identify and manage threats. The RCMP also worked with its partners to implement an integrated and sustainable security framework for major events in Canada to enhance the security assessment process and improve operational readiness.

International Policing

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

Liaison Officers and Analysts Deployed Overseas

Liaison officers (LOs) and analysts deployed overseas (ADOs) work in strategic locations around the world and act as the link between law enforcement agencies in Canada and those in their host country. During the reporting period, the LO program played a critical role in collaborating with domestic and international partners and leveraging resources to advance investigations into transnational crime. LOs contributed to large-scale investigations, which targeted a significant crime network involved in international drug trafficking and encrypted communication platforms used to facilitate criminal activity. LOs also leveraged partners to identify and disrupt drug trafficking operations using the commercial trucking industry in the United States and Canada.

At the same time, the ability of ADOs to quickly adapt to world events led to the identification of emerging threats related to COVID-19 frauds, including the counterfeit production of personal protective equipment.

To combat transnational criminal threats, the International Policing program worked with partners abroad to build local law enforcement capacity, including training, equipment provision, mentoring, and the deployment of subject matter experts.

- The International Policing program provided more than 40 law enforcement officers from various agencies around the world with access to online courses from the Canadian Police Knowledge Network (CPKN).
- The CPKN helped to offset the challenges associated with the pandemic, which prevented in-person training, and limited the delivery and implementation of capacity-building activities as well as required the repatriation of RCMP resources due to travel restrictions.

During the reporting period, Canadian police were deployed to international peace and other stabilization operations through the Canadian Police Arrangement (CPA), which is jointly managed by the RCMP, Global Affairs Canada, and Public Safety Canada. Through these missions, CPA members build police service capacities in community policing, criminal investigations, new police officer response (such as scene management and evidence identification), and de-escalation skills. This supports the development of professional policing services around the world and creates a safer and more stable global environment.

- Throughout the pandemic, the program maintained a presence in all of its missions and continued to advance its objectives of supporting institutional reforms, the re-establishment of the rule of law, and the consolidation of peace.
- The RCMP and its Canadian police partners made positive contributions to international stability by participating in multilateral and bilateral peace operations missions in Haiti, the West Bank, Ukraine, the Democratic Republic of Congo, and Mali. The CPA also deployed two members to the United Nations Institute for Training and Research in

Switzerland and a senior police advisor to the Permanent Mission of Canada to the United Nations.

- During this period, the CPA also began participating in the United Nations Organization Stabilization Mission in the Democratic Republic of Congo with the deployment of a police team specialized in sexual and gender-based violence.
- International Health Services (IHS) undertook several initiatives to increase support for the mental health of deployed police officers.
 - The program drafted and distributed a new guide for Mission Contingent Commanders, which outlines key concepts for mental health in-mission, as well as mental health first aid strategies for supporting officer wellness.
 - IHS increased the frequency of wellness check-ins with all deployed officers to better identify any emerging mental health or psychosocial concerns among deployed officers.
 - IHS gathered information from officers already in mission in order to tailor psychological pre-deployment training to better prepare officers for a unique mission context.
 - Recognizing the considerable stress placed upon families of deployed officers, IHS hosted a group support call for all spouses and partners shortly after the start of the pandemic.

Federal Policing Prevention and Engagement

Federal Policing's Prevention and Engagement Program developed resource materials and conducted stakeholder outreach to increase situational awareness and knowledge transfer to support key priorities. This was a crucial function in the unpredictable sociopolitical context that characterized 2020-21.

The RCMP continued to manage the National First Responder Terrorism Awareness Program and multi-agency partner network. This initiative informs key partners on possible indicators of violent extremist/terrorist activity and practices that may otherwise go unnoticed and unreported. Training materials and timely bulletins are delivered to partner agencies such as police, paramedics, firefighters, professional security agencies, and those with a nexus to critical infrastructure and government health services.

Federal Operations Support

In support of Federal Policing's broad and demanding mandate, the Federal Operations Support program continued to support, advance and enable operations by providing specialized support, direction and training to operational units. This reporting period, Federal Operations Support developed and updated key operational policies, acquired and maintained specialized tools and technologies, supported specialized capabilities, maintained threat awareness, and examined disclosure practices and related systems. The program also focused on advancing key operational enablers such as human source development, traditional and online undercover operations, and witness protection.

Governance

Over the past year, the Governance Program developed strategies to recruit, train, retain, and mobilize a diverse and skilled workforce. The program also improved Federal Policing's access to information technology, heightened its technical capabilities, and built reporting systems and performance measurement tools to support evidence-based decision-making.

In addition, the Governance Program solidified key partnerships with domestic and international partners to further the RCMP's ability to prevent, detect, and investigate serious and complex criminal threats to the safety and security of Canada and Canadian interests. The RCMP also supported the Government of Canada's National Security Transparency Commitment by presenting an overview of its national security program to the National Security Transparency Advisory Group, which advises the Government of Canada's national security and intelligence departments and agencies on the implementation of the Commitment.

Gender-based analysis plus

Federal Policing continued to apply a diversity and inclusion lens to policies, programs, training, and recruitment strategies:

- Federal Policing Criminal Operations reviewed and amended its standard operating procedures to reflect GBA Plus considerations.
- Covert Operational Information and Data Sciences created an equity, diversity, and inclusion advisory group to provide advice on the development and updating of training and operational approval processes, as well as research and educational products.
- The RCMP continued to support the UN efforts to recruit more women for peacekeeping missions. In 2020-21, 15 out of 45 long-term CPA deployments were women (35%), which exceeded the UN target of 23%.
- To support this goal and the recommendations of the Barrier Survey Report, which made recommendations on ways to remove barriers to the participation of women in peace missions, the RCMP incorporated gender perspectives into program decisions, trained women police officers in foreign countries to participate in peacekeeping missions, and highlighted international deployment opportunities and senior positions for women.
- The RCMP and its Canadian police partners were highly regarded for promoting women's rights and gender equality on peacekeeping missions, and some held gender-related roles, such as gender advisors or human rights mentors in Haiti, Ukraine, Iraq, the Democratic Republic of Congo and the West Bank. They also directly supported efforts to prevent, address, and investigate sexual and gender-based violence incidents.
- The RCMP continued to ensure that Canadian police officers deployed overseas on peace operations missions were trained with an enhanced capacity to prevent, report, and manage sexual and gender-based violence incidents in conflict environments.

Experimentation

In 2020-21, Federal Policing:

- Implemented a business intelligence solution that streamlines reporting and links data from different sources to enhance Federal Policing's overall situational awareness. This solution was a significant step towards embracing transparency and accountability across Federal Policing by increasing access to information needed to inform sound decisions.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
Threats to the safety and security of the people of Canada and Canadian interests are detected, prevented, denied, and responded to	Percentage of National Security, Serious and Organized Crime, and Financial Crime investigations opened and cleared within the fiscal year	National Security: 11.5% Serious and Organized Crime: 25.5% Financial Crime: 30.5%	March 31, 2021	National Security: 10% ^{iii iv} Serious and Organized Crime: 17% ^{v vi} Financial Crime: 0% ^{vii viii}	National Security: 0% ^{ix} Serious and Organized Crime: 23.5% ^x Financial Crime: 33.3% ^{xi}	National Security: 7% ^{xii} Serious and Organized Crime: 7% ^{xiii} Financial Crime: 0% ^{xiv}
	Percentage of incidents that impact protected persons, sites, major events, and Canadian air carriers	0%	March 31, 2021	2% ^{xv}	Not available ^{xvi}	Not available ^{xvii}
	Percentage of international policing activities that contribute to law enforcement operations against criminal threats to Canadian safety and security	80%	March 31, 2021	100%	100%	Not available ^{xviii}

	Percentage of international policing activities that contribute to enhanced law enforcement skills and capacity abroad through peace operations and capacity building missions	80%	March 31, 2021	95%	72% ^{xix}	53% ^{xx}
--	--	-----	----------------	-----	--------------------	-------------------

Budgetary financial resources (dollars)

2020-21 Main Estimates	2020-21 Planned spending	2020-21 Total authorities available for use	2020-21 Actual spending (authorities used)	2020-21 Difference (Actual spending minus Planned spending)
870,180,294	870,180,294	958,903,137	890,171,085	19,990,791

Human resources (full-time equivalents)

2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2020-21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
5,027	5,114	87

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

National Police Services

Description: Through National Police Services, the RCMP provides training, national criminal data repositories, and investigative assistance, expertise, and tools to Canadian law enforcement agencies. Internally, the RCMP provides a diverse range of technical services to support operations such as the collection of digital evidence, the delivery of policing information technology tools, and the implementation of departmental security standards.

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

The RCMP made progress with the installation of a new mission-critical radio communication system in Ontario and Quebec as the primary front-line communications tool for police officers. Once complete, this system will ensure secure and seamless interoperable communication between members, improving police operations across provincial borders.

The Police Information Portal (PIP) legacy operational records management system was replaced by the Public Safety Portal in November 2020, allowing for better functionality, more options for searches and the improved and more timely exchange of information.

The Police Access Tool (PAT)

The Police Access Tool (PAT) electronic ticketing application has been implemented and is now being used in seven RCMP divisions across the country and by 11 police partner agencies. PAT replaces the manual data entry methods of handwritten tickets traditionally used by police officers and court staff. This technology is improving day-to-day efficiency, as well as data exchange capabilities, tracking processes and data integrity.

Forensic Science and Identification Services

Despite challenges resulting from the pandemic, National Forensic Laboratory Services continued to implement additional capacity for processing drug-impaired driving charges, evaluating the use of genotyping software and other new DNA processing techniques, and modernizing other workflows and services.

During the year, Canadian Criminal Real Time Identification Services (CCRTIS) made several improvements to processes and technology to strengthen its overall service delivery. In mid-2020, the Central Latent Client (CLC) secure portal began receiving all latent finger and palm print submissions electronically. Previously, clients were required to physically mail latent finger and palm print submissions to CCRTIS. By moving to the electronic workflow, CCRTIS can immediately begin a search and comparison on the image and can electronically send the results directly to the requestor in as little as 24 to 48 hours.

Canadian Police College

In an effort to transition towards full financial sustainability and to offer a greater platform for advanced and specialized training, the Canadian Police College (CPC) increased its tuition fees in 2021 to 90% of actual costs. Despite the increase, all courses offered had full enrollment; however, due to the pandemic, only courses deemed essential to police operations were provided.

In fiscal year 2020-21, the CPC initiated the Adjunct Faculty (AF) Program, which recruits instructors from the broader law enforcement community and related agencies in an effort to reach more specialized and diverse areas of expertise that are closely connected to operations.

This year, the AF program established the selection criteria for instructors to be selected from outside the RCMP, who will work alongside permanent CPC staff to deliver the CPC's programming. This will more closely connect training to field operations, and ensure new and relevant course content.

Sensitive and Specialized Investigative Services

During the reporting period, the National Child Exploitation Crime Centre (NCECC) received approximately 52,306 requests, complaints, and reports for assistance.^{xxii}

Due to enhanced measures under the *Tougher Penalties for Child Sexual Predators Act*, as of March 2021, the National Sex Offender Registry (NSOR) database contained over 57,000 child sex offender registrants. Assessments also continued to identify high-risk registrants to support better monitoring.

Sensitive and Specialized Investigative Services (SSIS) focused on several initiatives to provide operational support and update its technological tools:

- The NCECC actively contributed to the International Child Sexual Exploitation Database to further support investigations and minimize duplication of efforts.
- During the reporting period, the number of Canadian victims identified by NCECC increased by approximately 21%, from 1,570 to 1,903.
- Enhancements were made to the overall functionality of the RCMP's "Canada's Missing" website, which contains current cases of missing persons and unidentified remains in Canada.
- The NSOR database was modernized to support the increasing number of registered sex offenders, new offender reporting obligations, and new information-sharing requirements with key law enforcement partners.
- The Truth Verification Section (TVS) initiated the modernization of its Pre-Employment Polygraph (PEP) examination. A committee was formed to review standard operating procedures to ensure alignment with the Privacy Impact Assessment in place while adopting current industry standards.

The RCMP continued the implementation and delivery of the Operational Child Exploitation Analysis Network (OCEAN) across Canada. OCEAN is an evidence database and file management system used by Internet Child Exploitation (ICE) investigative units across Canada to improve workflow, report tracking, analytics, and automation, as well as share information across law enforcement agencies.

RCMP Specialized Technical Investigative Services

National Cybercrime Coordination Unit (NC3)

During fiscal year 2020-21, the National Cybercrime Coordination Unit (NC3) achieved initial operating capability (IOC) and was officially established as a National Police Service (NPS).

Since reaching IOC, the NC3 has:

- Received over 1,600 requests for operational assistance from law enforcement partners, including 875 requests from Canadian law enforcement partners, and 815 requests from international law enforcement partners;
- Coordinated 15 cybercrime investigations with domestic and international partners, including several investigations involving links to ransomware; and,
- Completed 188 cyber victim notification files, which included 732 cyber victims.

As part of its digital advice mandate, the NC3 deployed specialized software capabilities to Canadian law enforcement partners and cybercrime investigations, such as cryptocurrency tracing, open source intelligence analysis, and remote digital forensic analysis. The NC3 also produced 24 operational intelligence products to support Canadian and international cybercrime investigations and other law enforcement activities to combat cybercrime.

The NC3 and the Canadian Anti-Fraud Centre (CAFC) also continued to implement the National Cybercrime and Fraud Reporting System (NCFRS), a new national reporting system for cybercrime and fraud victims. The NCFRS prototype received 1,722 reported incidents in 2020-21.

Criminal Intelligence Service Canada

Throughout the past year, the Criminal Intelligence Service of Canada (CISC) continued to provide Canadian law enforcement partners with a variety of criminal intelligence assessments on serious and organized crime threats affecting Canadians. It also released its 2020 Public Report on Organized Crime as well as a 2020 National Criminal Intelligence Estimate on Money Laundering and Fraud. CISC also established national-level working groups to enhance intelligence sharing with partners on high-threat groups and criminal markets. Additionally, CISC continued to work towards replacing its current intelligence database with a new modernized platform.

RCMP Departmental Security

Ensuring that RCMP systems and assets are secure from both external and internal threats is a foundational element of the RCMP's overall ability to deliver reliable policing services and to maintain public trust in those services. The enhancement of the Insider Threat Program is a key component of the RCMP's efforts to mitigate threats, and includes organizational, management and employee responsibilities. During the fiscal year, the program continued to advance, deploying enhanced audit mechanisms and risk mitigation strategies. This included the implementation of all the recommendations from the Canadian Centre for Cyber Security's Canadian Committee on National Security Systems (CCNSS) standard on Insider Threats, impacting RCMP policies and procedures, access controls, and data loss prevention tools and techniques.

Canadian Firearms Investigative and Enforcement Services

As part of the Government of Canada's Initiative to Take Action Against Gun and Gang Violence (ITAAGGV), the Canadian Firearms Program (CFP) bolstered its services to further support criminal investigations, firearms inspections and identification, intelligence products,

and specialized training. The CFP also enhanced its capability to provide research and strategic analysis on firearm and gang violence, and coordinated efforts with ITAAGGV stakeholders and other partners to collaborate and pursue opportunities. These include exchanging information and data, establishing initiatives focused on gun and gang violence (such as the implementation of new tools), and expanding on approaches that contribute to firearm licence eligibility screening of high-risk individuals.

The National Weapons Enforcement Support Team (NWEST), a partnership between the RCMP and police services across Canada, continued to support law enforcement efforts to counter firearms crime across Canada. NWEST continued to provide technical expertise on firearms identification, the preparation and execution of search warrants and prohibition orders, and support in understanding the legislative and regulatory firearms regime.

Firearms Licensing and Registration

To maintain a continuity of services for Canadians during the pandemic, the Firearms Licensing and Registration program adopted backlog management plans and adapted work processes for its new blended home/work environment. The CFP also continued to identify and develop efficiencies to enhance its delivery of client services, including the modernization of systems and automation of business processes.

During the reporting period, the CFP also built its capacity to respond to several legislative changes that will affect its processes and services.

Gender-based analysis plus

- The IM/IT Program continued to focus on hiring women in traditionally male-dominated roles within the Computer Science (CS) and Engineering (ENG) occupational groups. Currently, the representation of women within the IM/IT Program is exceeding labour market availability within the National Capital Region and in Canada for these fields.
- SSIS continued to undertake GBA Plus analysis, including collecting and analyzing gender-disaggregated data. The National Child Exploitation Crime Centre found that girls made up 62% of identified Canadian victims depicted in online child sexual exploitation material, demonstrating the gender-based nature of this crime. Similarly, in many National Centre for Missing Persons and Unidentified Remains related cases, missing persons are women, including Indigenous women. Behavioural Sciences Investigative Services includes various programs that are over-represented by female victims, such as serious violent crimes.

Experimentation

- As part of a pilot project, the Firearms Licensing and Registration program tested Canada Post's "epost Connect" service to securely request additional documentation from clients completing a firearms application. The goal was to reduce time from request to receipt of the required information, reduce associated mailing costs, and promote two-way communication, while also maintaining security and privacy.

- Integrated Forensic Identification Services (IFIS) began using alternative service delivery models within regions of Canada where the population is growing as a way to supplement current resources and attract a diverse range of professionals to the discipline. As part of this model, IFIS began staffing Forensic Identification Assistant (FIA) and Certified Forensic Identification Assistant (CFIA) positions with civilian employees who are trained to support Forensic Identification Specialists. This increases the capacity of forensic identification units to respond to an increase in demand, and allows specialists to spend more time conducting front-line forensic identification work.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
Canadian criminal investigations are enabled by specialized scientific, technical, and investigative services	Percentage of forensic laboratory service requests completed within the target time, by program ^{xxiii}					
	Biology	85%	March 31, 2021	42%	53%	51%
	Toxicology	85%	March 31, 2021	71%	47%	50%
	Firearms and Toolmark Identification	85%	March 31, 2021	80%	86%	66% ^{xxiv}
	National Anti-Counterfeiting Bureau	85%	March 31, 2021	49%	37%	98% ^{xxv}
	Trace Evidence	85%	March 31, 2021	63%	63%	68%
	Number and percentage of specialized technical investigative service requests received and actioned within the target service standard					
	National Child Exploitation Crime Centre (NCECC)	80%	March 31, 2021	Not available	Not available	Not available ^{xxvi}
	Air Services	100% / 90%	March 31, 2021	Not available	90.6%	94%
	Protective Technical Services	85%	March 31, 2021	Not available	Not available	63%
	Chemical, Biological, Radiological and Nuclear Explosives (CBRNE) Operations	95% / 85%	March 31, 2021	Not available	Not available	Not available ^{xxvii}
	Technical Analysis Team	80%	March 31, 2021	46%	Not available	60% ^{xxviii}
	Security Intelligence Background Section (SIBS)	100%	March 31, 2021	100%	96%	99.4%

Budgetary financial resources (dollars)

2020-21 Main Estimates	2020-21 Planned spending	2020-21 Total authorities available for use	2020-21 Actual spending (authorities used)	2020-21 Difference (Actual spending minus Planned spending)
499,529,677	499,529,677	562,971,242	566,618,458	67,088,781

Human resources (full-time equivalents)

2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2020-21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,784	3,711	(73)

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

Contract and Indigenous Policing

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

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

Throughout the past year, significant efforts were made to strengthen relationships and consultations between the RCMP and Contract Partners via the Contract Management Committee (CMC). Most notably, over the last year, the RCMP worked with contract partners to introduce an Enhanced Consultation Protocol. This protocol is intended to increase the frequency of consultation with the principles of engaging early and often with contract partners on items affecting the cost, quality, or capacity of their police service. The RCMP also worked to integrate contract partner consultation into its internal committees to ensure that the requisite consultations are occurring prior to moving items for approval. In addition, RCMP Senior Executives continued to increase their engagement and consultation with contract partners.

Vulnerable Persons Unit (VPU)

In 2020-21, the VPU championed various activities in support of Indigenous Peoples, women, and members of the LGBTQ2S+ community. During the reporting period, the VPU:

- Launched the Cultural Awareness and Humility course, a mandatory course for all RCMP employees that aims to improve knowledge across the RCMP as ensure a culturally sensitive response to gender-based violence.
- Continued to support and build relationships between the provincial/territorial Family Information Liaison Units (FILUs), RCMP Divisional representatives and RCMP National Headquarters. FILUs, which are funded by Justice Canada, help families access available information about their missing and murdered loved ones from multiple government sources. FILUs are delivered through victim services and Indigenous organizations.
- Advanced a National Environmental Scan to develop a better understanding of human trafficking in Canada, including the nature and trends in human trafficking cases, as well as the identification of gaps, needs, and best practices.

National Youth Services

The RCMP's National Youth Services (NYS) undertook several training and engagement sessions with youth and those who work with youth to advance the RCMP's National Youth Strategy. These sessions were related to a variety of priority topics, including online threats and safety, reconciliation with Indigenous Peoples, bullying, substance use, radicalization to violence, youth gangs, and others. Two Youth Officer Training sessions were delivered virtually in August 2020 and January 2021 to 151 police officers per course from various jurisdictions. *RCMPTalks*, a talk show-format presentation and question-and-answer session with youth on priority topics, was delivered by NYS and a guest expert to approximately 1,000 students from 41 schools.

Indigenous Policing

The RCMP is committed to strengthening reconciliation with Indigenous communities, Peoples, and employees. As part of this commitment, the RCMP continued to advance initiatives, partnerships, and relationships with Indigenous communities.

- National Crime Prevention and Indigenous Policing Services – which includes RCMP-Indigenous Relations Services and Indigenous Strategic Operations – facilitated several engagement sessions with the National Indigenous Organizations (NIO), the RCMP National Youth Committee and the Commissioner's National Indigenous Advisory Committee. These consultations provided valuable guidance and information to advance the RCMP's cultural awareness training and projects, and path to reconciliation.
- RCMP divisions continued to advance the development of individual reconciliation strategic plans in consultation and collaboration with regional Indigenous groups and communities.

- The RCMP also partnered with national, regional, and local Indigenous organizations and national Indigenous women’s groups to identify priorities for collaboration to enhance the safety and well-being of Indigenous women and children, and all Indigenous Peoples.
- In support of such actions:
 - The RCMP Indigenous Relations Services continued to lead the development of work plans and agreements/MOUs with the NIOs.
 - The Commissioner signed an agreement with Pauktuutit Inuit Women of Canada (PIWC) in January 2021.
 - Work plans and agreements/MOUs continued to be developed with: the Native Women’s Association of Canada (NWAC); Les Femmes Michif Otipemisiwak (LFMO); Inuit Tapiriit Kanatami (ITK); and the Assembly of First Nations (AFN).

Contract and Indigenous Policing Operations Support

Sexual Assault Review Team

The Sexual Assault Review Team (SART) continued to review sexual assault files, provide guidance on sexual assault investigations, and oversee the establishment of Sexual Assault Investigation Review Committees across divisions and in partnership with local stakeholders. These efforts have enabled the RCMP to develop a victim-centred and trauma-informed approach to investigating cases of sexual violence.

The SART has also continued to develop and implement training for RCMP employees on several relevant topics, including applying a trauma-informed approach, and collaborated with the RCMP’s Depot Training Academy to update the sexual assault investigations scenario to ensure it is reflective of modern reality. The training will reinforce the rights of, and support services available for, victims of sexual violence.

Police Intervention and De-escalation

The RCMP worked to modernize standards and promote enhanced intervention and de-escalation training and equipment across the organization.

- Crisis intervention and de-escalation (CID) has been integrated into a variety of police intervention training, including scenario-based training, the Public and Police Instructor Course and the Conducted Energy Weapon Instructor and User Courses. It is also central to the Incident Management Intervention Model (IMIM), which RCMP members use to assess and manage risk in all encounters with the public. IMIM helps members determine what intervention is needed, such as verbal de-escalation or the use of another method.
 - The IMIM was redesigned to further emphasize CID, recognizing that training and IMIM will continue to be updated based on comprehensive police-community consultations.
 - The RCMP created a modernization strategy for public and police safety intervention equipment focused on non-lethal options.
-

- The RCMP and the Canadian Association of Chiefs of Police established a national CID working group, with representation from multiple police agencies, to work towards standardizing and improving police response options, and using evidence-based research to inform training.

Force Generation

The RCMP undertook several initiatives to increase the number of trained police officers available to meet its service delivery requirements. It introduced a more targeted approach to recruiting, advertising, and marketing to position the RCMP as an employer of choice for people of all backgrounds. It also continued to focus on hiring proactive recruiters who are representative of the communities they serve. In line with the modernization of the recruiting process, the RCMP developed clearer proactive recruiter work descriptions and designed a curriculum of training courses to equip proactive recruiters with the tools they require to succeed. In addition, the RCMP used its Experienced Police Officer and Lateral Cadet Training Programs to expedite the hiring and training of qualified police officers with existing experience from other law enforcement agencies.

Gender-based analysis plus

- A GBA Plus assessment was undertaken to ensure that the roll-out of new body-worn cameras included consultation with diverse communities and that cameras can be worn by police officers with different physical characteristics.

Experimentation

- In March 2021, the RCMP implemented an electronic, interactive geospatial mapping dashboard that outlines the number of shotguns, carbines, and carbine-trained officers in detachments. The dashboard provides RCMP leadership with evidence-based information to inform the distribution and delivery of active threat training and equipment, ensuring that as many front-line officers as possible are trained and equipped to respond to active threat incidents.

Results achieved

Departmental result	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
The RCMP provides agile, effective, and efficient contract policing services	RCMP weighted clearance rate ^{xxx} across contract policing jurisdictions	64.5	March 31, 2021	36.6	32.65	32.85

2020-21 Departmental Results Report

	Percentage of RCMP resources deployed to emergency situations in accordance with Article 9 of the Police Service Agreements within established service standards	Tier 1: ^{xxx} 85% Tier 2: ^{xxxii} 95%	March 31, 2021	Not available ^{xxxiii}	Not available ^{xxxiv}	Not available ^{xxxv}
	Percentage of surveyed Canadians within contract policing jurisdictions who agree with the statement "I feel safer because of the RCMP"	80%	March 31, 2021	70%	64%	57%

Budgetary financial resources (dollars)

2020-21 Main Estimates	2020-21 Planned spending	2020-21 Total authorities available for use	2020-21 Actual spending (authorities used)	2020-21 Difference (Actual spending minus Planned spending)
1,548,098,203	1,548,098,203	1,806,071,444	1,692,685,201	144,586,998

Human resources (full-time equivalents)

2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2020-21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
18,519	18,291	(228)

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

Internal Services

Description

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

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

Results:

Human Resources

People Strategy

The RCMP continued to advance its People Strategy, which is its strategy to modernize the Human Resources (HR) function. Several key initiatives were identified for action, aligned to recommendations in various reports and action plans, priorities in the RCMP's Strategic Plan, and consultations with key stakeholders. These priorities were articulated and sequenced under an implementation framework. A new HR transformation unit was also established to provide support to ensure a successful execution of the People Strategy.

Equity, Diversity and Inclusion

In January 2021, the RCMP launched a comprehensive Equity, Diversity and Inclusion strategy. This strategy introduces fundamental changes to the RCMP in order to promote an inclusive organization that values diversity and serves employees and communities with dignity and respect. It also focuses on identifying and reducing workplace and service delivery barriers for Indigenous, Black, and People of Colour, women, persons with disabilities, and members of LGBTQ2S+ communities. Implementation plans are in place in every RCMP division and business line, and represent over 280 commitments from senior leaders.

Collective Bargaining and Labour Relations

In accordance with its obligations under the *Federal Public Sector Labour Relations Act* and its commitment to HR modernization, the RCMP spearheaded a number of important initiatives to support effective labour-union management. During the reporting period, the RCMP provided strategic advice and guidance to the Treasury Board Secretariat to help advance collective bargaining with the National Police Federation (NPF) and the Canadian Union for Public Employees (CUPE), with the overall objective of reaching fair negotiated settlements and standardizing terms and conditions of employment for its workforce.

Action, Innovation and Modernization

The Action, Innovation and Modernization (AIM) unit provides centralized coordination, capacity and oversight for the RCMP's Vision 150 modernization plan, including leading key initiatives related to modernization and culture change.

GBA Plus Centre of Expertise

The RCMP GBA Plus Centre of Expertise, located within AIM, continued to provide centralized governance, advice, and support to the RCMP Senior Executive Committee and RCMP employees on the application of GBA Plus as a tool to advance RCMP modernization efforts. Through ongoing engagement and training, internal GBA Plus capacity was strengthened to ensure RCMP decision-making is informed by the consideration of diverse experiences, including through the following initiatives:

- GBA Plus was used to inform the RCMP's internal and external response to the COVID-19 pandemic to ensure the consideration of diverse employee and community experiences. In support, GBA Plus guidance was provided to all divisions through the Gold-Silver-Bronze Command Structure.
- GBA Plus continued to be applied to the RCMP's comprehensive approach to preventing and addressing harassment in the RCMP, including its response to the recommendations in the Final Report on the Implementation of the Merlo Davidson Settlement Agreement.

Modernization and Innovation

AIM oversees and coordinates the engagement of external expertise through the RCMP Modernization Mandate contract, acts in a central coordinating role for modernization initiatives, and coordinates the Holistic Culture Working Group, to ensure the alignment of RCMP initiatives impacting culture change.

In 2020-21, AIM:

- Contracted professional services to support 54 modernization products and services, such as the RCMP's Strategic Plan, the People Strategy, and the RCMP's Corporate Risk Profile.

-
- Continued to support the National Innovation Network, which brings together representatives from across the organization to highlight local innovations.
 - Further solidified its Innovation Program through Innovative Solutions Canada, including a test of transparent masks for front-line members during the height of the pandemic.
 - Supported ongoing uniform modernization initiatives in collaboration with the National Police Federation union, resulting in changes to uniform entitlements for members.

Professional Responsibility Sector

The RCMP is committed to fostering a healthy workplace free of harassment, discrimination, and other forms of disrespectful behaviour. In support of this goal, work continued to develop the RCMP's new independent harassment and violence prevention resolution regime, the Independent Centre for Harassment Resolution (ICHR). It has been developed in line with best practices and key recommendations flowing from a series of external reviews which called for a more independent and timely regime. The ICHR will also support the effective implementation of the changes brought about by the *Canada Labour Code's Work Place Harassment and Violence Prevention Regulations*, which came into effect on January 1, 2021.

In 2020-21, there were 103 Commissioner's Responses to Civilian Review and Complaints Commission for the RCMP (CRCC) Interim Reports, more than triple the number of responses in any previous year. This is the result of the RCMP's action plan to eliminate the backlog of Interim Reports, which included assigning additional resources to analyze reports to inform the Commissioner's response. These resources will remain in place once the backlog is eliminated in November 30, 2021 and will focus on resolving public complaints during the initial phase of the process to avoid another backlog.

Gender based analysis plus

As part of the People Strategy, the RCMP officially released its EDI Strategy, which outlines concrete actions that will be taken to address racism and discrimination within the workforce, and how the RCMP interacts with the communities it serves.

The RCMP continued to identify and incorporate modern, bias-free screening tools to identify and screen RCMP applicants for racist and discriminatory attitudes and beliefs.

- The RCMP completed a GBA Plus review of its current applicant exams and found evidence that they may create barriers to achieving a diverse applicant pool. Work is underway to modernize the exam.
- A comprehensive recruiting initiative was implemented to attract Nunavummiut to the organization. The program supports Inuit applicants with training and guidance, specifically with regard to the RCMP Entrance Exam. It also ensures that polygraph and medical appointments are booked together, to decrease travel time and expedite the processing of these applicants.

Experimentation

- The RCMP is participating in a 10-year longitudinal research study of cadets to investigate the effects that policing has on the mental health of RCMP regular members. This study, done in collaboration with the University of Regina, will provide valuable insight on post-traumatic stress disorder (PTSD) and operational stress injuries. The study was suspended at the onset of the pandemic, but recruitment of participants resumed in November 2020.

Budgetary financial resources (dollars)

2020-21 Main Estimates	2020-21 Planned spending	2020-21 Total authorities available for use	2020-21 Actual spending (authorities used)	2020-21 Difference (Actual spending minus Planned spending)
598,707,798	598,707,798	697,536,007	677,890,959	79,183,161

Human resources (full-time equivalents)

2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2020-21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,770	3,907	137

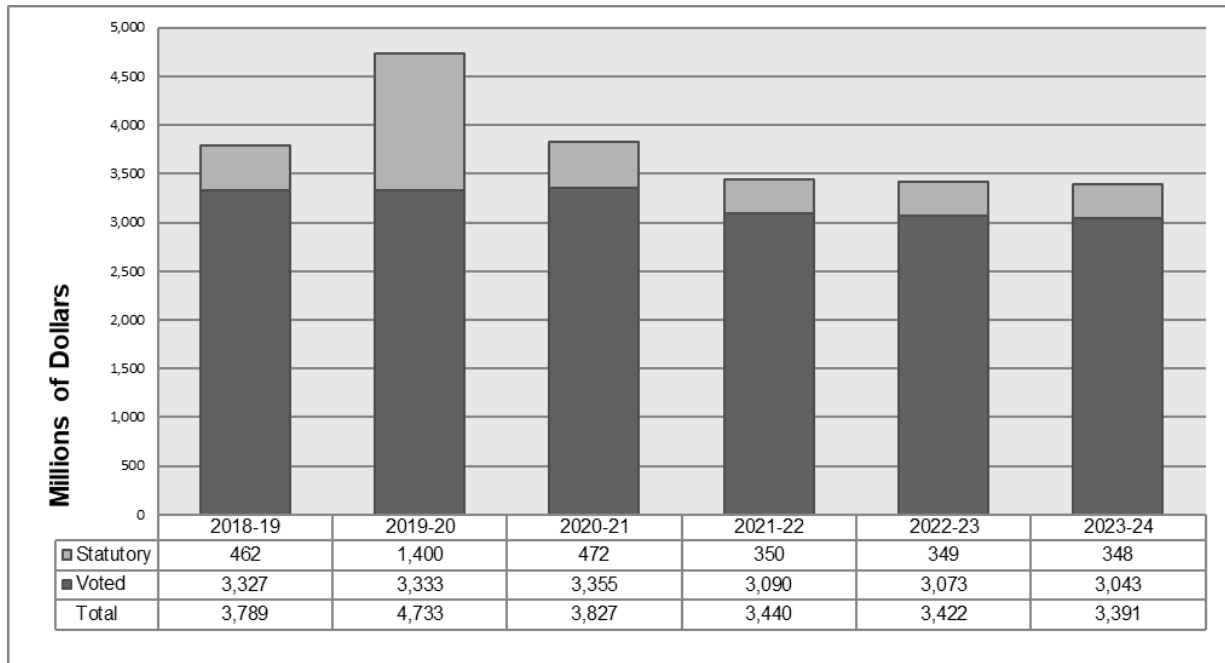
Financial, human resources, and performance information for the RCMP's Program Inventory is available in [GC InfoBase^{xxxvii}](#).

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

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



Notwithstanding the exceptional one-time statutory increase of \$956 million to the statutory RCMP Pension Plan in 2019-20, overall, 2020-21 total actual expenditures were relatively stable when compared to 2019-20 and 2018-19. While transfer payments were up due to the increase in amounts paid to compensate members of the RCMP for injuries received in the performance of their duties, this was offset by a decrease in operating expenditures, such as travel and training, mostly due to the impacts of the pandemic. Our capital investments remained relatively stable, when compared to 2019-20.

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

Core responsibilities and Internal Services	2020-21 Main Estimates	2020-21 Planned spending	2021-22 Planned spending	2022-23 Planned spending	2020-21 Total authorities available for use	2018-19 Actual spending (authorities used)	2019-20 Actual spending (authorities used)	2020-21 ^{xxxviii} Actual spending (authorities used)
Federal Policing	870,180,294	870,180,294	861,390,157	855,299,905	958,903,137	1,013,748,334	1,093,472,764	890,171,085
National Police Services	499,529,677	499,529,677	498,372,148	489,430,137	562,971,242	533,351,135	632,298,729	566,618,458
Contract and Indigenous Policing	1,548,098,203	1,548,098,203	1,499,755,750	1,498,060,652	1,806,071,444	1,639,533,114	2,323,589,318	1,692,685,201
Subtotal	2,917,808,174	2,917,808,174	2,859,518,055	2,842,790,694	3,327,945,823	3,186,632,583	4,049,360,811	3,149,474,744
Internal Services	598,707,798	598,707,798	580,155,055	578,993,266	697,536,007	602,595,845	683,613,112	677,890,959
Total	3,516,515,972	3,516,515,972	3,439,673,110	3,421,783,960	4,025,481,830	3,789,228,428	4,732,973,923	3,827,365,703

At the outset of 2020-21, RCMP's planned spending was \$3,516.5 million. Incremental funding from Supplementary Estimates, carry forwards and compensation stemming from collective bargaining brought the 2020-21 total authorities to \$4,025.5 million. Examples of key initiatives approved in-year by Parliament were measures to:

- address rising disability pension payments under the RCMP's grant to compensate Members Injured in the line of Duty;
- increase funding for Contract Policing services provided in support of the First Nations Policing Program;
- implement foundational improvements to Federal Policing investigative capacity;
- strengthen policing operations as announced in Budget 2019; and
- implement the Independent Centre for the Resolution of Harassment and phase two of the National Cybercrime Solution IM/IT Project.

Total actual spending for 2020-21 (\$3,827.4 million) was \$198.1 million less than the 2020-21 total authorities available for use. Of this amount, \$42.6 million was returned to the fiscal framework. The remaining \$155.5 million is being managed through carry forwards and funding profile changes to ensure the RCMP continues to deliver on its mandate and successfully complete in-flight projects.

The RCMP is anticipating expenditure trends to slowly return to pre-pandemic levels. A slight increase in overall expenditures is expected as the work stemming from recently announced initiatives from Budget 2021 and the Fall Economic Statement 2020 is implemented.

On August 6, 2021, the Government of Canada ratified an agreement with the National Police Federation (NPF) to establish the first-ever collective agreement for RCMP members and reservists. The current and retroactive compensation costs will have a material impact on the 2021-22 expenditures.

2020-21 Budgetary actual gross spending summary (dollars)

Core responsibilities and Internal Services	2020-21 Actual gross spending	2020-21 Actual revenues netted against expenditures	2020-21 Actual net spending (authorities used)
Federal Policing	892,756,780	(2,585,695)	890,171,085
National Police Services	590,205,108	(23,586,650)	566,618,458
Contract and Indigenous Policing	3,391,371,757	(1,698,686,556)	1,692,685,201
Subtotal	4,874,333,645	(1,724,858,901)	3,149,474,744
Internal Services	687,763,441	(9,872,482)	677,890,959
Total	5,562,097,086	(1,734,731,383)	3,827,365,703

The RCMP's 2020-21 Actual Gross Spending was \$5.6 billion and \$1.7 billion in vote netted revenues were collected, for a total net spending of \$3.8 billion. The vote netted revenues are largely related to the provision of Contract Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. It also includes revenues related to the provision of protective services on Parliament Hill, the provision of DNA analysis through biology casework analysis agreements with provinces and territories, pension administration, and training provided by the Canadian Police College.

The RCMP's Departmental Plan included \$1.8 billion of vote netted revenue authorities in 2020-21, and actual revenues collected were \$1.7 billion.

Revenues collected in 2020-21 increased by \$28.7 million or 2% in comparison to 2019-20. The increase is largely attributable to Contract Policing services, and was partially offset by decreases to revenues collected from the Parliamentary Protective Service and the Canadian Police College.

The RCMP anticipates annual increases related to the provision of Contract Policing services in future years. In addition, revenues related to training provided by the Canadian Police College are expected to return to levels seen in pre-pandemic years once restrictions put in place to curb the spread of COVID-19 are eased.

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018-19 Actual full-time equivalents	2019-20 Actual full-time equivalents	2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents
Federal Policing	5,213	5,176	5,027	5,114	5,139	5,142
National Police Services	3,459	3,645	3,784	3,711	4,008	3,867
Contract and Indigenous Policing	17,583	18,435	18,519	18,291	18,483	18,483
Subtotal	26,255	27,256	27,330	27,116	27,630	27,492
Internal Services	3,615	3,863	3,770	3,907	3,932	3,937
Total^{xxxix}	29,870	31,119	31,100	31,023	31,562	31,429

In 2020-21, Full Time Equivalents (FTEs) have remained stable despite the pandemic.

Despite attrition, the number of Public Service Employees (PSEs) continues to climb every year, due to new staffing. The attrition rate of PSEs dropped in 2020-21 as transfers to other departments were down, as well as resignations and deferred retirements. This is likely due to the pandemic.

The number of Civilian Members (CMs) has been steadily declining due to attrition, as staffing has ceased, pending CMs being deemed appointed under the *Public Service Employment Act* (PSEA).

The RCMP Training Academy (“Depot”) in Regina, Saskatchewan had to suspend all training at the onset of the pandemic and all cadets were sent home prior to completing the program. The suspension delayed the entire training schedule, however, since June 2020 cadets have been gradually returning to Depot. Despite the pandemic, Depot managed to graduate 16 troops (over 500 cadets) in 2020-21. It is anticipated that 1,088 cadets will be enrolled in Depot in 2021-22, with the intent to return to 40 troops for 2022-23; all within public health authority directives.

Looking ahead, the RCMP’s human resources are expected to increase in 2021-22 due to the continued implementation of previously approved initiatives, and then remain consistent over the following years. The reduction identified in 2022-23 is associated with the sunseting of the Better Service to Air Travellers program and the implementation of the legalization and regulation of cannabis initiatives.

Expenditures by vote

For information on the RCMP's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).^{xi}

Government of Canada spending and activities

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

Financial statements and financial statements highlights

Financial statements

The RCMP's financial statements (unaudited) for the year ended March 31, 2021, are available on the [departmental website](#).^{xliii}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020-21 Planned results ^{xliii}	2020-21 Actual results	2019-20 Actual results	Difference (2020-21 Actual results minus 2020-21 Planned results)	Difference (2020-21 Actual results minus 2019-20 Actual results)
Total expenses	5,561,804,000	5,802,254,000	6,728,234,000	240,450,000	(925,980,000)
Total revenues	1,777,943,000	1,684,894,000	1,695,396,000	(93,049,000)	(10,502,000)
Net cost of operations before government funding and transfers	3,783,861,000	4,117,360,000	5,032,838,000	333,499,000	(915,478,000)

**Condensed Statement of Financial Position (unaudited) as of March 31, 2021
(dollars)**

Financial information	2020-21	2019-20	Difference (2020-21 minus 2019-20)
Total net liabilities	1,153,134,000	1,166,001,000	(12,867,000)
Total net financial assets	893,879,000	862,057,000	31,822,000
Departmental net debt	259,255,000	303,944,000	(44,689,000)
Total non-financial assets	1,975,487,000	1,863,323,000	112,164,000
Departmental net financial position	1,716,232,000	1,559,379,000	156,853,000

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*^{xliv}
- *Royal Canadian Mounted Police Superannuation Act*^{xlv}
- *Enhancing Royal Canadian Mounted Police Accountability Act*^{xlvi}
- *Royal Canadian Mounted Police Pension Continuation Act*^{xlvii}

Year of incorporation / commencement: 1873

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [RCMP's website](#).^{xlvi}

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

Operating context

Information on the operating context is available on the [RCMP's website](#).¹

Reporting framework

The RCMP's Departmental Results Framework and Program Inventory of record for 2020-21 are shown below.

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

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

Supporting information on the program inventory

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

Supplementary information tables

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

- ▶ [Reporting on Green Procurement](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)

- ▶ [Response to parliamentary committees and external audits](#)
- ▶ [Actual results on workplace wellness and diversity](#)
- ▶ [Forensic Science and Identification Services Key Performance Indicators](#)

Federal tax expenditures

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

Organizational contact information

Mailing address:

Royal Canadian Mounted Police
Action, Innovation and Modernization
73 Leikin Drive
Ottawa, ON K1A 0R2

Email:

RPP_DPR-RPP_RMR@rcmp-grc.gc.ca

Website:

<https://www.rcmp-grc.gc.ca/en>

Appendix: definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

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

departmental priority (*priorité*)

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

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

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

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

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

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

performance reporting (*production de rapports sur le rendement*)

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

plan (*plan*)

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

planned spending (*dépenses prévues*)

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

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

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

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Endnotes

ⁱ Connected RCMP Digital Policing Strategy, <https://www.rcmp-grc.gc.ca/en/connected-rcmp>

ⁱⁱ Federal Policing operates in an increasingly complex and evolving criminal landscape, which leads to investigations that are multifaceted and often multi-year in duration. Cyber-related occurrences, which are often connected to various types of crime (e.g., financial crime, organized crime), continue to increase annually.

ⁱⁱⁱ In 2018-19, 84% of RCMP Federal Policing National Security (NS) Tier 1 (T1) and Tier 2 (T2) investigations were ongoing.

^{iv} In 2018-19, only T1 and T2 project-based NS, Serious and Organized Crime (SOC), Financial Crime (FC) investigations cleared were tracked.

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

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

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

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

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

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

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

^{xii} In 2020-21, 86% of RCMP Federal Policing NS T1 and T2 investigations were ongoing, 7% were unfounded.

^{xiii} In 2020-21, 86% of RCMP Federal Policing SOC T1 and T2 investigations were ongoing, 7% were closed/unfounded.

^{xiv} In 2020-21, 93% of RCMP Federal Policing FC T1 and T2 investigations were ongoing, 7% were closed.

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

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

^{xvii} Due to a number of methodological challenges, it was not possible to provide a reliable and valid response to this indicator for 2020-21. Given these limitations, any number provided would not present a true picture of the performance of protective policing efforts. Efforts are still underway to revisit this measure but have not been finalized.

^{xviii} The source of data for this indicator is an annual survey conducted by the International Policing Program. The RCMP's international resources are asked to indicate whether their activities contribute to law enforcement operations (i.e., advance investigations and disrupt criminal activities) in order to mitigate criminal threats to Canada. The results of this survey had not yet been compiled and are unavailable.

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

^{xx} This result is normally the average of two separate surveys conducted by the International Policing Program. The results for this indicator are strictly from the survey for Peace Operations. The relatively low result can be explained by the effect of the COVID-19 pandemic on the program. More specifically, the program was required to recall the vast majority of its deployed Peace Officers at the start of the pandemic. It should be noted that only 5% of respondents disagreed with the survey question, while 42% responded "Don't Know" or "Not Applicable". Since most members were not present in mission and were instead teleworking from Canada, many felt unable to comment on the perceived progress of the host police service.

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

^{xxii} In October 2019, a Canadian-owned service provider was relocated to the United States that previously processed 61% of the National Child Exploitation Crime Centre's reports. A decrease in requests can be attributed to this loss of service provider in 2019.

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

^{xxiv} Performance results were affected by the operational challenges associated with the COVID-19 pandemic and related physical distancing requirements implemented in workplaces in 2020-21. Staffing and attrition challenges during the year also contributed specifically to the performance of this unit.

^{xxv} The sunseting of the National Counterfeit Enforcement Strategy (NCES) resulted in a significant decline in the number of counterfeit currency submissions to the National Anti-Counterfeiting Bureau (NACB). When NCES closed, many law enforcement agencies assumed that NACB would also no longer be providing services, and the program is now attempting to clarify this misunderstanding with clients. Additionally, as a result of the pandemic, over the past year many vendors have switched to accepting only digital financial transactions, which also naturally reduced the number of counterfeit submissions received by NACB. These decreases in work volume have allowed NACB to exceed its performance goals despite the challenges associated with new pandemic protocols in the workplace.

^{xxvi} The issue in capturing the actual data resides with the deployment of the Operational Child Exploitation Analysis Network (OCEAN). Until it is fully operational nationwide, the results cannot be collected.

^{xxvii} CBRNE is currently working with Tech Ops BIS in creating an online (ICE) reporting platform (Incident occurrence report) that will capture throughout the divisions information in regards to all occurrences reported and responded to. Presently capturing data from NHQ and divisions has been difficult as nothing was automated since the closing of the CBDC

^{xxviii} Advanced Digital Forensic Services (ADFS) is currently working to improve the data capturing of the national digital exhibit tracking system (i.e., LIMS) for better metrics reporting, along with clearer terms definitions for more accurate metrics and interpretation. In FY 2020-2021, all requests for service were actioned within 30 days of receipt of the digital exhibit. Of the total service requests received, 60% of the exhibits were processed with an analysis result returned within 90 days. The remaining 40% were processed with an analysis result beyond 90 days, which stems from challenges such as: work to design, test and apply a heretofore non-existent solution; work to apply complex and time-intensive techniques; and/or work to determine required access credentials which has an unpredictable turnaround time. As the escalation point for digital forensics, ADFS is now receiving more requests for atypical, commercially unsupported, digital forensic analysis that requires sophisticated processing which can exceed 90 days to achieve a result. In addition, pandemic restrictions and precautionary measures this year had an impact on processing turnaround times which require personnel to be present in the secure exhibit processing areas of the building.

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

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

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

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

^{xxxiii} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2021-22 fiscal year.

^{xxxiv} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2021-22 fiscal year.

^{xxxv} This indicator was newly designed for the Departmental Results Framework. Regretfully, methodological issues have since come to light and this indicator will be replaced for the 2021-22 fiscal year.

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

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

^{xxxviii} Where the actual spending amount is higher than the total authorities, this does not represent an over expenditure of Parliamentary authorities. Parliament approves amounts by Vote, not by Core Responsibility.

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

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

- xli GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xlii RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- xliii Refer to RCMP's [2020-21 Future-Oriented Statement of Operations](#) for more information on 2020-21 planned results.
- xliiv Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- xlv Royal Canadian Mounted Police Superannuation Act, <http://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>
- xlvi Enhancing Royal Canadian Mounted Police Accountability Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_18/
- xlvii Royal Canadian Mounted Police Pension Continuation Act, <http://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>
- xlviii RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- xlix Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>
- ¹ RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- li GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lii RCMP website, <https://www.rcmp-grc.gc.ca/en/2020-2021-departmental-results-report>
- liii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>