

# Royal Canadian Mounted Police 2022-23 Departmental Results Report

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Minister of Public Safety, Democratic Institutions,  
and Intergovernmental Affairs



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

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## From the Minister

As Canada's Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs, I am pleased to present the Royal Canadian Mounted Police's (RCMP) Departmental Results Report for the 2022-23 fiscal year.

During the reporting period, the RCMP continued to deliver essential policing services at the community, provincial, and territorial levels, as well as internationally, to ensure people in Canada are safe and secure against serious and complex criminal threats.



To keep our cities and communities safe from gun violence, the RCMP enhanced its capacities and strengthened its efforts to combat firearms smuggling, trafficking, and straw purchasing. In partnership with provincial Chief Firearms Officers, the RCMP also bolstered firearms license eligibility screening of high-risk individuals.

To prevent and reduce youth involvement in crime as both victims and offenders, the RCMP continued to develop and provide educational programming, tools, and resources for police officers, and other professionals working with parents and youth, with a focus on substance use, transportation safety, bullying/cyberbullying and online safety, healthy relationships, reconciliation, mental health, and radicalization.

Recognizing that criminality is always evolving and increasingly transnational in nature, the RCMP continued to collaborate with law enforcement agencies in Canada and abroad. The RCMP continued to support Canada's efforts to counter hostile activities by state actors, investigating criminal offences related to foreign interference, including those targeting Canada's democratic institutions and processes, and the disruption of alleged activities in Canada that were being directed by overseas actors.

The RCMP also continued its disruption efforts against advanced malware and cyberattacks. Specifically, the RCMP's National Cybercrime Coordination Unit received and actioned 1,255 requests for assistance, including 596 requests from domestic law enforcement and 659 from international law enforcement partners. The Canadian Anti-Fraud Centre also assisted with the disruption of crypto-currency related frauds and activities that targeted elderly and vulnerable victims, with 1,039 instances addressed in collaboration with telephone service providers, and in 1,419 instances that involved bank accounts.

Additionally, structural investigations into suspected crimes against humanity in Ukraine and Iraq were initiated as part of Canada's War Crimes Program, and the RCMP collaborated with federal partners responsible for Canada's response to the crisis in Haiti via the Government of Canada Haiti Task Force, including through the provision of RCMP personnel. Significant operational strategies were developed to better inform the RCMP's efforts to counter and address both Ideologically Motivated Violent Extremism, and the fentanyl crisis, in Canada.

During the reporting period, the RCMP supported the important work of the Mass Casualty Commission, which examined the horrific and unprecedented events that occurred in Nova Scotia in April 2020. This work included the timely disclosure of information, mental wellness support for RCMP witnesses called to provide evidence before the Commission, and the early identification of required changes within the organization in the areas of training, policies, procedures, resourcing, and equipment.

Progress was also made on addressing the priority of building a healthy workplace culture and addressing harassment in the RCMP. The Independent Centre for Harassment Resolution, with a civilian investigator capacity of 74 active investigators, provided a centralized and independent unit to facilitate the resolution of occurrences of workplace harassment and violence. The modernization of the Conduct Measures Guide also continued, providing direction to conduct authorities on the application of discipline to ensure conduct measures meet modern expectations of fairness, transparency, and accountability.

The RCMP continued to undertake initiatives aimed at increasing recruitment levels and production capacity. This included an end-to-end review of the recruitment process to streamline processing times and to eliminate barriers and biases that have impeded women and Black, Indigenous, and other racialized groups from being successful in the application process. An Indigenous Recruitment Strategy was also developed to help increase the number of First Nations, Métis and Inuit applicants.

This supports the RCMP's continued commitment to addressing systemic racism, both internally and in its interactions with the communities it serves. The RCMP provided training and continuous learning modules to all staff, from cadets to the Commissioner, on a wide range of topics, including anti-racism, diversity, and inclusion. It also developed recommendations for pilot sites for its race-based data collection initiative, which will allow the RCMP to collect disaggregated race-based data on police interactions with racialized and Indigenous peoples.

I am proud of the RCMP's achievements over the past year, and look forward to continued progress as the organization works to strengthen the trust and confidence of the people it serves.

The Honourable Dominic LeBlanc, P.C., K.C., M.P.  
Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs

## Results at a glance

### Modernization efforts

During 2022-23, the RCMP:

- sought the advice and guidance of the Management Advisory Board for the RCMP on a wide range of modernization and management matters including recruitment and training, the creation of the Independent Centre for Harassment Resolution, Contract Policing sustainability, and Federal Policing transformation;
- continued implementation of the Knowledge Circle for Indigenous Inclusion's Career Navigators program to support Indigenous employees;
- completed and published divisional and national Business Line Reconciliation Strategic Plans;
- adopted modernized approaches to cadet processing and significantly reduced the length of time it takes to on-board new members without sacrificing the quality or rigor of assessment;
- increased overall recruitment levels, including a 16% increase in the number of cadets who self-identify as Indigenous Persons or members of a racialized community;
- developed an RCMP Framework for Employment Equity, Diversity and Inclusion Leadership to better support equity-seeking communities and networks;
- through the Independent Centre for Harassment Resolution and with 74 investigators, worked to eliminate the majority of the backlog of complaints;
- applied a GBA Plus lens in the implementation of its body-worn cameras initiative to ensure that diverse groups of people are consulted;
- concluded its organizational culture inventory project, which was used to identify current RCMP culture traits and key behaviours to drive measurable workplace culture change;
- established the characteristics and attributes required of regular member General Duty Constables, based on scientific evidence, and integrated them into the assessment process.
- joined the International Association of Chiefs of Police Trust Campaign to reaffirm its role in increasing public trust in policing;
- continued modernizing its Conduct Measures Guide, which will provide direction to conduct authorities on the application of discipline to ensure conduct measures, and their application, meet modern expectations of fairness, transparency, and accountability; and
- led the Interdepartmental Marine Fleet Low/Zero-Emission Initiative Project, which examines the replacement of internal combustion engines with low or zero-emission engines for small vessels.

## Operational efforts

During 2022-23, the RCMP:

- successfully identified and countered ideologically motivated violent extremism activities in Canada and abroad, and developed its Ideologically Motivated Violent Extremism Strategy, which will support work to establish a framework for countering these types of threats;
- repatriated two Canadian citizens and two children from Syria, one of whom was the subject of a bail hearing in relation to a Terrorism Peace Bond application under the *Criminal Code* and the other was charged with four terrorism and conspiracy-related criminal charges;
- investigated broader foreign actor interference activities, including those targeting Canada's democratic institutions and processes and alleged activities in Canada that were being directed by overseas actors;
- spearheaded the National Fentanyl Strategy to bolster Canadian law enforcement initiatives aimed at addressing the trafficking of opioids that contributed to the fentanyl crisis in Canada;
- supported the disruption and dismantling of the HIVE ransomware group infrastructure, and facilitated access to decryption keys so that Canadian organizations were able to decrypt their data and not make ransom payments;
- led the creation of a Hardened Secure Communication Coordination Centre with the mandate to coordinate Canadian law enforcement actions and support international partners to address Hardened Secure Communications being used by transnational serious and organized crime in Canada;
- supported and advanced public safety in 150 municipalities, more than 600 Indigenous communities, and many small and isolated locations as part of its nation-wide presence in over 700 detachments and as the police of jurisdiction covering 75% of Canada's geography;
- played a central role in the implementation of the Emergency Economic Measures Order as part of the use of the *Emergencies Act*;
- worked in close collaboration with Global Affairs Canada to support its enforcement powers under the *Special Economic Measures Act* in Russia, Ukraine, Belarus, Iran, and Haiti;
- initiated structural investigations into suspected crimes against humanity in Ukraine and Iraq as part of Canada's War Crimes Program;
- worked closely with Public Safety Canada and other anti-money laundering regime partners to provide input on the development of a Canada Financial Crimes Agency;
- continued disruption efforts aimed at advanced malware and the threat actors that use it, along with advanced persistent threat cyberattacks;
- created Certified Forensic Identification Assistant positions in Alberta, which will increase response rates to crime scenes and allow units to focus on high priority cases;

- increased the number of identified Canadian victims to the International Child Sexual Exploitation Database, managed by INTERPOL, by 24% to support investigations and de-confliction efforts; and
- implemented the first phase of the Canadian Firearms Digital Services Solution, where individuals aged 18 and older who are first-time applicants can apply electronically for a possession and acquisition licence.

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



## Results: what we achieved

### Core responsibilities

#### Federal Policing

##### Description

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

##### Results

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

##### Federal Policing Investigations

###### National Security

During the reporting period, the RCMP continued to cooperate with its Government of Canada and public safety partners to develop new strategies to respond to ideologically motivated violent extremism threats. Specifically, the RCMP developed its Ideologically Motivated Violent Extremism Strategy, which will support future work to establish a framework for countering these types of threats. These efforts align with the [RCMP's Federal Policing Priority Framework 2020-2023](#),<sup>i</sup> under which countering terrorism and violent extremism is a priority for the National Security program.

With the assistance of national and international partners, the RCMP successfully identified and countered ideologically motivated violent extremism activities in Canada and abroad. In partnership with the Ontario Provincial Police Provincial Anti-Terrorism Section and the Windsor Police Service, the RCMP's Integrated National Security Enforcement Team conducted an investigation, which resulted in one individual charged with a terrorism-related offence.

The RCMP also continued to work with domestic and international partners to investigate Canadian extremist travellers. In October 2022, two Canadian citizens and two children were repatriated from Syria. One individual was the subject of a bail hearing in relation to a Terrorism Peace Bond application under the *Criminal Code*. The other individual was charged with four terrorism and conspiracy-related criminal charges upon their return to Canada.

The evolving foreign actor interference threat has become an increasingly central concern for the Government of Canada, as well as the RCMP. The RCMP is aware of foreign actor interference activity in Canada, from China and other foreign states, and uses various methods and techniques to combat foreign actor interference. In September 2022, the RCMP initiated investigations into reports of illegal activity, including criminal offences, in relation to the allegations of overseas police stations, which are allegedly affiliated with the People's Republic of China and operating in Canada. RCMP disrupted illegal activity associated with these overseas police stations in Ontario, Quebec, and British Columbia. Additionally, in November 2022, one individual was arrested after an Integrated National Security Enforcement Team investigation in Quebec. This led to several charges, including breach of trust of a public officer, and offenses under the *Security of Information Act*.

### **Border Integrity**

Federal Policing continued to implement its 2020-2024 Border Integrity Program Strategy, which outlines how the RCMP's Border Integrity program will operate, adapt, and respond to the current threat environment, and modernize its activities in relation to border security. In support of border integrity, this year the RCMP:

- collaborated with US counterparts, including United States Customs and Border Protection, to secure the Canada-US border between ports of entry;
- continued to enhance its posture and capacity in the Arctic domain, as well as enhance international cooperation via its National Arctic Working Group. Participants included other government departments, Indigenous groups and leaders, and other partners;
- worked closely with Immigration, Refugees, and Citizenship Canada and the Canada Border Services Agency to prepare for the March 2023 implementation of the Additional Protocol under the Safe Third Country Agreement, which seeks to address irregular migration;
- participated in the renewal of the Statement of Cooperation for the Cross-Border Law Enforcement Advisory Committee and the Integrated Border Enforcement Teams Charter. This marked an important step for continued cross-border collaboration with our core partners: Canada Border Services Agency, Homeland Security Investigations, U.S. Customs and Border Patrol, and the U.S. Coast Guard; and
- continued to advance several border technology projects aimed at bolstering the RCMP's border capabilities on land, air and sea. The border technology projects include; the Satellite Border Surveillance Project, the Enhancing Integrity of Canada's Border Project, and the Enterprise Geographic Information System Web Application Project.

### **Serious and Organized Crime**

Following the success of the Methamphetamine National Strategy, Federal Policing, via the Canadian Integrated Response to Organized Crime initiative, spearheaded the National Fentanyl Strategy to bolster Canadian law enforcement initiatives aimed at addressing the fentanyl crisis in Canada. This strategy is an intelligence-led, partnership-based, and operationally focused

strategy that seeks to support information sharing, encourage collaboration, and reduce the availability of fentanyl across Canada.

Federal Policing also led the creation of a Hardened Secure Communication Coordination Centre with the mandate to coordinate Canadian law enforcement actions and support international partners to address Hardened Secure Communication being used by transnational serious and organized crime in Canada. Hardened Secure Communication enables sophisticated transnational serious and organized crime groups to encrypt and anonymize communications to undertake serious criminal activity and seek to evade detection.

Federal Policing also achieved operational successes and resolution on serious and organized crime investigations:

- Project J-TORMENT: the RCMP charged four individuals with conspiracy to traffic cocaine and working to benefit a criminal organization in Saint John and Toronto, possession of cocaine for the purpose of trafficking, and possession of proceeds of crime over \$5,000;
- Project QUARTZ: following an extensive search into a large-scale drug importation network, the RCMP charged one individual with importing/trafficking cocaine, five individuals and two corporations with possession of property obtained by crime over \$5,000, three individuals and two corporations with laundering proceeds of drug trafficking, as well as two individuals and two corporations with laundering proceeds of tax fraud. As a result, over \$840,000 was seized, along with 88 units of Ether cryptocurrency, a 2022 Mercedes Benz G-wagon, and over \$2 million in jewelry, watches, and other luxury items. In addition, real property valuing approximately \$9 million was restrained.
- Project EPALOLO: the RCMP seized precursor chemicals that could have led to the production of 262 million lethal doses of fentanyl and three million doses of MDMA. Two individuals were arrested, and 600 kilograms of a fentanyl precursor and 200 kilograms of a MDMA precursor with a value of \$820,000 were seized.

## Financial Crime

During the year, Federal Policing played a key role in combatting threats to the economic security and financial integrity of Canada. In 2022-23, Federal Policing:

- played a central role in the implementation of the Emergency Economic Measures Order as part of the use of the *Emergencies Act*, including by maintaining constant and clear lines of communication with key areas in the financial sector – including Virtual Assets Service Providers – to help them meet their reporting and freezing obligations under the order. Necessary, reasonable, and transparent steps were taken to provide targeted and specific information to the private sector, which resulted in a measured application of the Emergency Economic Measures Order to support the de-escalation of illegal protest during this time;
- worked in close collaboration with Global Affairs Canada to support its enforcement powers under the *Special Economic Measures Act* in Russia, Ukraine, Belarus, Iran, and

Haiti. The 2022 amendments to the *Special Economic Measures Act* have resulted in greater responsibility for the RCMP to aid and support Global Affairs Canada, conduct investigations into sanctions evasion activity, and respond to potential asset seizure processes;

- initiated structural investigations into suspected crimes against humanity in Ukraine and Iraq as part of Canada's War Crimes Program. Both investigations aim at cataloguing crimes that have occurred and identifying victims, witnesses, or suspects present for a possible future proceeding. Engagement with key federal agencies to coordinate efforts and a targeted public engagement campaign are examples of the key initiatives underway to identify, collect, and safeguard information in support of the structural investigations;
- worked closely with Public Safety and other anti-money laundering regime partners to provide input on the development of a Canada Financial Crimes Agency. As such, the RCMP has a full-time secondment at the Financial Crime Coordination Centre to collaborate with other authorities to combat money laundering and advance policy and legislation pertaining to financial crime;
- facilitated and delivered training regarding proceeds of crime, fraud, and/or cryptocurrency investigations to Canadian law enforcement and other anti-money laundering regime partners in addition to setting up the foundation for an Expert Witness Development Cadre to support prosecutions in complex money laundering and asset forfeiture cases; and
- worked on the implementation of dedicated cryptocurrency tactical operational supports as part of Federal Policing transformation efforts.

Federal Policing also achieved operational successes and resolution on sensitive and international investigations, including:

- the first successful application of a remediation agreement – a voluntary agreement between a prosecutor and an organization accused of committing an offence – with Project AGRAFE, a corruption investigation;
- the successful resolution of several Integrated Market Enforcement Team investigations tackling money laundering, market manipulation, and other *Securities Act* infractions;
- collaborating with US authorities to indict individuals involved in international market securities frauds; and
- achieving criminal charges on multiple Integrated Money Laundering Investigative Teams investigations.

### **Covert Operations**

The Covert Operations, Operational Information and Data Science program supports investigations across all Federal Policing program areas and is the policy center for undercover operations, confidential informants, and agents. During the year, Data Operations Tactical Sciences provided investigational support by reviewing, analyzing, and interpreting complex data through the use of hardware and software tools, as well as highly specialized personnel.

In 2022-23, Federal Policing Covert Operations:

- delivered 13 courses, which resulted in the training of 231 resources;
- took steps to modernize and leverage digital solutions through the use of the Integrated Collaborative Environment platform;
- developed a management response action plan stemming from the RCMP's Internal Audit Evaluation and Review team;
- was responsible for 38 major operational undercover approval requests and six international requests for assistance; and
- developed and continued maintaining nine virtual online personas, 54 online accounts on various online platforms, 26 online personas related to national security, as well as various other online accounts.

## **Cybercrime**

In 2022-23, the RCMP took federal enforcement action against priority cybercrime activity, both domestically and internationally. More specifically, the RCMP continued disruption efforts aimed at advanced malware and the threat actors that use it, along with advanced persistent threat cyberattacks.

### **Project ADOS**

Project ADOS came to a successful conclusion in 2022-23. This project was an investigation into a dark web marketplace named Canadian Headquarters (Canadian HQ) and a related cyber intrusion into a mobile banking platform of a major Canadian financial institution. During the investigation, it was determined that Canadian HQ was one of the largest dark web marketplaces in operation and was a platform used to sell illicit goods and services, including compromised financial account information and hacking tutorials, capable of facilitating cybercrime activity in Canada. A Canadian citizen pled guilty to cyber-related criminal charges.

## **Federal Policing Intelligence**

Federal Policing National Intelligence continued to engage with domestic and international partners, as well as carry out the collection, analysis, and production of operational and strategic intelligence that identify threats, risks, trends, and opportunities.

During 2022-23, Federal Policing provided intelligence and program management for two Government of Canada Horizontal Initiatives: Implementing a New Federal Framework for the Legalization and Strict Regulation of Cannabis, and Funding to Enhance Canada's Firearm Control Framework. This included working with the divisions to build the RCMP's analytical capacity to collect and analyze information, and coordinating regular forums for discussing and sharing in-

telligence. Through these efforts, Operational Intelligence responded to domestic and international partner requests for information and assistance related to online illicit cannabis and firearms related activities.

Federal Policing Intelligence also contributed to strengthening Canada's anti-money laundering regime during 2022-23. This included solidifying its domestic and international partnerships by participating in multi-agency meetings and responding to requests for assistance and information, as well as analyzing information and intelligence related to money laundering activities affecting the RCMP and Canada.

In 2022-23, the Analyst Deployed Overseas (ADO) program contributed to advancing investigations and initiatives with a connection to Canada both domestically and abroad by disseminating 363 products to domestic and international partners. Intelligence collection and analysis were closely aligned with Government of Canada and Federal Policing priorities, including transnational organized crime, economic and financial integrity, foreign actor interference, cybercrime, and hardened secure communications.

A new ADO post was established in Los Angeles to provide support to the RCMP Liaison Officers and US law enforcement partners in the region. The ADO's assistance has helped to build a better understanding of the sophisticated criminal networks present in the region, and contributed to US law enforcement efforts that have led to multiple interdictions of significant quantities of currency, cocaine, heroin, and methamphetamine linked to Canada.

In August 2022, the RCMP Liaison Officer and ADO in Panama participated in the conclusion of Operation DISTRITO, a two-year-long drug investigation by Costa Rican authorities. The investigation aimed to dismantle a criminal network involved in sending cocaine shipments via sea containers to Europe, North America, and Asia. Over the course of the operation, over 6,785 kg of cocaine was seized. The investigation culminated in the arrest of 14 individuals, and seizures of drugs and firearms.

During the 2022 convoy protests in Ottawa, the Ideologically Motivated Criminal Intelligence Team provided both real-time information and strategic analytical insight, covering developments in the National Capital Region and across Canada. This included providing assessments of threats and intents, writing analytical briefs, and providing subject-matter expertise on the underlying ideological grievances.

### **Protective Operations**

The RCMP supported a number of major government-led events, including the visit of (then) His Royal Highnesses Prince Charles, Prince of Wales and the Duchess of Cornwall, the visit of His Holiness Pope Francis, and the United Nations-led Biodiversity Conference (COP 15) event. Each of these events was logistically complicated, requiring months of planning and hundreds of RCMP personnel in various capacities.

In addition to pursuing new technologies and strengthening partnerships, the Protective Policing program moved towards a more centralized governance model to combine its previously



separated operations and oversight functions into a single reporting line. Furthermore, Protective Operations worked with various stakeholders on job-specific entry criteria that will allow for the direct recruitment of new members into the program from outside the organization.

Federal Policing continued to work on various ongoing initiatives in support of the [Minister of Public Safety's Mandate Letter<sup>ii</sup>](#), such as bolstering the security of ministers and Parliamentarians to enhance the coordination and delivery of security and protective services to government officials.

### **International Operations**

The RCMP's international footprint is a complex network of modern capabilities, which includes Liaison Officers, ADOs, specialists embedded with partner agencies, Foreign Investigative Teams, police peacekeepers, and civilian specialists. Over the course of 2022-23:

- more than 115 resources were deployed in over 35 countries around the world. These resources played a critical role in collaborating with domestic and international partners and leveraging partner capabilities to have a disruptive impact abroad;
- new Liaison Officer posts were created in Manila, Philippines and San Francisco, United States. These new posts have effectively increased the RCMP's ability to deliver operational outcomes at home and abroad by leveraging international partners in strategic locations;
- Federal Policing continued in its efforts to assist in building and strengthening law enforcement capacity in some of the world's most fragile and conflict-affected areas by increasing the capacity of foreign police in cooperation with international partners. More than 4,000 Canadian police officers have served on over 60 peace operations since the International Police Peace Operations program began in 1989. 2022-23 marked another milestone of deploying the RCMP's first civilian analysts to Operation PROTEUS in the West Bank, and to the International Criminal Court in The Hague, Netherlands;
- an officer was deployed with the United Nations Mission in Kosovo; and
- Federal Policing gained its first dedicated staff to the International Anti-Corruption Coordination Center in London, United Kingdom and deployed a police officer, supported by two civilian analysts stationed at RCMP National Headquarters.

2022-23 was also marked by continued unpredictability in the wake of the pandemic, a worsening crisis in Haiti, and a Russia-Ukraine conflict in Europe unmatched in magnitude and scale since World War II. As a result, the International Operations program:

- revived support to Ukraine through the deployment of two Senior Police Advisors to the region as a first step in reconstituting the Canadian Police Mission Ukraine mission. The advisors were tasked with coordinating efforts with other international donors, revitalizing relationships with Ukrainian law enforcement, and identifying ways to assist the National Police of Ukraine as well as bordering countries affected by the war;
- deployed two members to the United Nations Integrated Office in Haiti, with one acting as the Canadian Contingent Commander;

- collaborated with the various federal departments and agencies responsible for all aspects of Canada’s response to the crisis in Haiti via the Government of Canada Haiti Task Force, including the rotation of an RCMP member to the temporary Haiti Field Unit on January 11, 2023; and
- confirmed 4 temporary duty Liaison Officers/ADOs to the Caribbean region to bolster information sharing and operational coordination with the US law enforcement and intelligence community, as well as other regional partners, in support of mitigating the regional threat posed by Haitian criminal gangs.

### International Special Services

On November 6, 2022, International Special Services was advised that a vessel transporting over 300 Sri Lankan migrants was in distress in the South China Sea. The RCMP initiated a coordinating effort to rescue the migrants. RCMP Liaison Officers throughout the region, Global Affairs Canada, Canadian Armed Forces counterparts and international partners in South East Asia all took part. On November 7, the migrants were rescued and brought to Vietnam. The ability to detect and quickly respond to this venture – not just to rescue the individuals but also to support them once ashore – demonstrates the value and ongoing relevance of the Canadian Migrant Smuggling Prevention Strategy.

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### **Federal Policing National Governance**

Over the course of 2022-23, Federal Policing moved forward on its transformation program plan, including by consulting with the Management Advisory Board for the RCMP. A team was created to oversee the planning and implementation phases while working with consultants to assess the current state of the Federal Policing program and determine the future state. While the overall transformation program was in its preliminary phases, work was completed to:

- consolidate the RCMP’s National Division units into those in O Division (Ontario) and National Headquarters, and decommission National Division;
- assess a new training regime for Federal Policing;
- assess Federal Policing’s intelligence capability; and
- review its investigation prioritization process.

Federal Policing also made strides towards improving information technology and advancing the integration of administrative and operational data to ensure its availability to support decision-making. Some notable achievements included:

- implementing updated policies and governance for the RCMP’s modernized national information technology system that stores and processes data from national security investigations and operations;
- expanding Federal Policing’s Integrated Collaborative Environment, which allows for collaboration and sharing of key information; and



- launching a new discreet internet tool and policies in support of open source/social media investigations.

The Federal Policing Civil Litigation Unit continued to meet all obligations related to National Security investigations and resolved two long-standing litigations related to Federal Policing operations. In addition, the unit was responsible for disclosing information on behalf of the RCMP in support of the Public Order Emergency Commission. In response to unprecedented demand and within very short deadlines, the unit collected and disclosed documents to the Commission in support of its work.

The unit also created and led an inter-agency working group among reporting police agencies, ensuring transparency in police disclosure, in support of the [Public Order Emergency Commission Mandate](#).<sup>iii</sup>

## **Gender-based analysis plus for Federal Policing**

In 2022-23, Federal Policing continued to roll out its Equity, Diversity and Inclusion (EDI) Implementation Plan and advance the following GBA Plus initiatives:

- created an MS Teams Employee Reconciliation Network with the RCMP-Indigenous, Co-development, Collaboration and Accountability Office to advance Indigenous Reconciliation, with consideration of Indigenous People's own identity factors;
- incorporated GBA Plus considerations, best practices, and lessons learned to committee and staffing selection processes, such as including measures to promote an equal opportunity to every candidate, and to monitor and correct possible gaps in accessibility or unintended barriers for diverse groups;
- worked with business intelligence and transformation teams on collecting diversity and employment equity data to apply an intersectional approach to staffing processes in the future, assess potential effects on candidate's selection based on their identity factors, and identify challenges in hiring from diverse groups; and
- promoted and provided access to diversity and GBA Plus awareness training and self-assessment and feedback tools.

In addition, Covert Operations reviewed and made changes to training selection processes to ensure consistency with GBA Plus principles. Covert Operations also created an EDI strategy and formed the Covert Operations Advisory Committee on EDI. The committee made several recommendations and highlighted the need to continue working toward gathering information and data about our program and our employees. This information will help efforts toward reducing barriers and improving the inclusivity of the Covert Operations Branch.

The International Operations program also made progress to promote GBA Plus abroad:

- To enhance the ability of police officers to deliver gender-sensitive programming, Women, Peace and Security remains a key feature for all Pre-Deployment International

Peace Support Operations Training sessions. In addition, in order to understand the implications of diversity in government policy and procedures, all deployed personnel are required to take Women and Gender Equality Canada's online GBA Plus training.

- Federal Policing renewed its involvement in the United Nations Pre-Selection Assistance and Assessment Team training to assist women police officers to be successful in their applications to serve in UN Peacekeeping Missions. A pool of 15 Canadian police officers were certified to deliver Pre-Selection Assistance and Assessment Team training to women police officers in UN Police Contributing Countries. In 2022-23, Pre-Selection Assistance and Assessment Team training sessions were delivered in Zambia and Niger.
- As part of efforts to renew the International Operations program's Performance Information Profile and the Action Plan for strengthening the Canadian Police Arrangement reporting, the RCMP developed new performance measurement indicators, including GBA Plus performance indicators, to better capture the impacts and lessons learned at both the program and mission levels.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

The RCMP is working to support the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals across all of its core responsibilities. Details for Federal Policing are provided below.

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

- Over the course of 2022-23, Federal Policing International Operations deployed more than 115 resources in over 35 countries around the world. These resources played a critical role in collaborating with domestic and international partners and leveraging partner capabilities to have a positive impact abroad. The RCMP continued in its efforts to assist in building and strengthening law enforcement capacity in some of the world's most fragile and conflict-affected areas.
- The RCMP's International Police Peacekeeping and Peace Operations program activities are shaped by robust gender-based analysis and are tailored to advance the Women, Peace and Security agenda. In 2022-23, the program contributed to the development of the third Canadian National Action Plan on Women, Peace and Security and continued to deploy a diverse cadre of personnel on missions. As of March 2023, the program deployed 51 police officers to 12 peace operations missions. Of those deployed, 47% were women. The program exceeded the United Nations established target of 30% by 2028 for the participation of women police officers in international peace operations.

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

- The RCMP continued to support the Elsie Initiative by working with the Zambia Police Service to establish bilateral technical assistance and training initiatives to assist capacity building efforts to train women security sector professionals and increase the deployment of women to international peace operations. Work on this project is on-going and the RCMP will continue to support the full and meaningful participation of women peace-builders.
- The RCMP also ran Pre-Selection Assessment and Assistance Training courses that were delivered to women police officers in Police Contributing Countries, to prepare them for the United Nations Selection Assessment and Assistance Training tests in order to qualify for deployment on a UN peacekeeping mission. In 2022-23, the RCMP ran two courses, one in Zambia (62 female police officers) and one in Niger (60 female police officers). Canada's commitment to delivering this training assists the UN in increasing the number of women police officers deployed on missions.
- During the reporting period, efforts continued on the [2017-22 Action Plan on Women, Peace and Security](#),<sup>iv</sup> such as addressing known barriers for women to deploy on missions by enhancing awareness, offering shorter deployments, and adopting international best practices. At the same time, the RCMP started the development of third Canadian National Action Plan, and the Federal Policing International Special Services participated in multiple interdepartmental consultations on possible new thematic initiatives for it.

## Innovation

In 2022-23, Federal Policing created the Strategic Foresight and Methodology Team. The objective of foresight research is to identify capabilities Federal Policing will require to remain effective in the future law enforcement operating environment. Scenarios and assessments produced by the Foresight team helped set the agenda for the Federal Policing Strategic Research team.

Federal Policing also concluded an innovation pilot project with Defence Research and Development Canada on customized telecommunications analysis software.

During 2022-23, the Covert Operations, Open Source and Data Science program continued its modernization efforts with a focus on embracing technology:

- The team reviewed options for digital note-taking to enhance operational effectiveness, bolster operational security, and improve employee wellness.
- Through collaboration with Federal Technology Services, several teams embraced Share-Point as a means of coordinating and collaborating more closely with the divisions.

## Key risks

During 2022-23, Federal Policing continued to implement mitigation strategies to address areas of higher risk identified in the [2022-23 Departmental Plan](#).<sup>v</sup>

- To address human resourcing challenges, Federal Policing continued to diversify its workforce with Civilian Criminal Investigators. They conduct highly technical financial and cybercrime investigations along side experienced police officers. There are currently 22 Civilian Criminal Investigators who provide specialized expertise on the Integrated Market Enforcement and cybercrime teams.
- To adapt to the changing nature of crime, Federal Policing advanced several technology projects including the implementation of an Enterprise Geographic Information System-based platform to improve the effectiveness and efficiency of border integrity operations and enhance collaboration with other law enforcement partners.
- During 2022-23, Federal Policing completed 22 Memoranda of Understanding, half of which were with international partners. These new partnerships supported the increasing complexity of investigations and information-sharing across multiple jurisdictions.

## Results achieved

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

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
Canada and Canadian interests are safe and secure against serious and complex criminal threats	Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available <sup>vi</sup>	March 31, 2023	14%	14%	Not Available <sup>vii</sup>
	Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>viii</sup>	March 31, 2023	250% <sup>ix</sup>	100% <sup>x</sup>	64% <sup>xi</sup>
	Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to threats to National Security”	90%	March 31, 2023	75%	72%	69%

Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available <sup>xii</sup>	March 31, 2023	33%	44%	Not Available <sup>xiii</sup>
Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>xiv</sup>	March 31, 2023	67%	400% <sup>xv</sup>	67% <sup>xvi</sup>
Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats"	70%	March 31, 2023	50%	48%	46%
Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available <sup>xvii</sup>	March 31, 2023	35%	20%	Not Available <sup>xviii</sup>
Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available <sup>xix</sup>	March 31, 2023	118% <sup>xx</sup>	233% <sup>xxi</sup>	78% <sup>xxii</sup>
Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Transnational and Serious Organized Crime"	85%	March 31, 2023	61%	58%	57%

Financial, human resources and performance information for the RCMP's program inventory is

available in [GC InfoBase](#).<sup>xxiii</sup>

### Budgetary financial resources (dollars)

The following table shows, for Federal Policing, budgetary spending for 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
1,047,163,970	1,047,163,970	1,352,613,177	1,349,445,572	302,281,602

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022-23.

2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
4,982	4,971	(11)

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

## **National Police Services**

### **Description**

Externally, the RCMP provides specialized and technical services to all Canadian law enforcement agencies, which include advanced training for law enforcement; national criminal data repositories; firearms regulation and licensing; and investigative tools and services, including forensics, identification, firearms and child exploitation. Internally, a diverse range of technical services are also provided to advance RCMP operations and investigations, such as the collection of digital evidence and cybercrime intelligence, the delivery of policing information technology tools, and the implementation of departmental and personnel security standards.

### **Results**

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

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

Operational IM/IT Services continued to promote and monitor progress on [The Connected RCMP](#)<sup>xxvi</sup> Digital Policing Strategy. In support of business renewal, significant efforts focused on rebuilding and refining internal governance and program management. The program completed a lean agility study of business procedures and reviewed key governance structures to identify and implement process improvements. A digital project management framework was re-launched and change management and communication activities were ongoing during the reporting period. Overall, Operational IM/IT Services is now better structured and aligned to deliver vital policing services.

Over the past two years, significant work was completed to enable new digital products, systems, and services to improve the RCMP's security posture via a formal RCMP Security Operations Centre, as the program continued to safeguard the organization's data and infrastructure. With that approach also came the deployment of the Government of Canada's suite of tools to enable digital collaboration and mobility, using instant messaging and audio/video conferencing to communicate effectively from coast to coast to coast.

#### **Forensic Science and Identification Services**

In 2022-23, Integrated Forensic Identification Services explored alternative service delivery models and innovative approaches. For example, the program created Certified Forensic Identification Assistant positions in Alberta, which support forensic science and identification services to deliver requests, improve response rates to crime scenes, and further allow units to focus on high priority cases. Significant research was undertaken into improvised explosive devices to determine if identifiable prints could be located using current techniques and new technology, as well as the feasibility of obtaining identifiable prints on fired shell casings.

Within National Forensic Laboratory Services, toxicology realized a 31% increase in its clearance rate<sup>xxviii</sup> by implementing a new workflow and adding two new service lines/resources under the Drug-Impaired Driving regime. Acquisition into the Canadian Integrated Ballistics Identification Network grew over the fiscal year, with a total of 10,679 acquisitions uploaded to the network and 1,533 hits identified and shared with submitting agencies. Efforts continued to expand the number of partner agencies who are able to upload cartridge acquisitions directly into the network, to help correlate/link cases and improve response times on gun crimes.

### **Canadian Police College**

The Canadian Police College focused on finding innovative ways to meet the evolving training needs of law enforcement. The College initiated an internal review of its annual survey, evaluation, and assessment tools, continued onboarding new adjunct faculty, and explored a variety of communication strategies to connect effectively with law enforcement partners. In 2022-23, the College offered training to over 2,400 participants from domestic and international law enforcement agencies, 94% of whom agreed that their knowledge and skills increased as a direct result of the training offered by the Canadian Police College. As identified in post-course assessments and discussions with instructors, the interaction amongst students from these various agencies also led to invaluable connections and networking as law enforcement addresses the changing nature of criminality.

Feedback from its annual survey of clients identified common themes that drove College activities throughout the year, namely increasing the availability of online offerings; enhancing the availability of courses in both official languages; and augmenting the availability of cybercrime, leadership, and anti-corruption courses. As such, the College implemented two new online courses on forensics identification, as well as a financial investigative course. Two on-demand polygraph courses and one intelligence analyst course were delivered to international police partners, and the negotiators course and critical incident command program were delivered off-site through existing partnerships with law enforcement agencies and police training institutions across Canada. These partnerships also supported the College in augmenting its training offerings in French, including new courses on anti-corruption; interception of private communications; digital and cybercrime investigation; and executive-level leadership development focused on coaching and mentorship.

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

During the reporting period, the National Child Exploitation Crime Centre received 102,932 complaints, and reports pertaining to suspected online child sexual exploitation offences. Furthermore, various complementary requests were fulfilled, ranging from supplying intelligence and research to operational support and the deployment of investigative techniques. To bolster this support, the program focused on several initiatives, including:

- increasing the number of identified Canadian victims to the International Child Sexual Exploitation Database, managed by INTERPOL, by 24% to support investigations and de-confliction efforts;



- enhancing the Canada’s Missing website to provide information on current cases of missing persons and unidentified remains in Canada;
- implementing and providing training on the Online Child Exploitation Analytical Network to create efficiencies and enhance information-sharing amongst domestic and international law enforcement; and,
- modernizing the National Sex Offender Registry database to improve functionality, data quality, and monitoring of registered sex offenders and their reporting obligations.

Due to the nature of work undertaken by Sensitive and Specialized Investigative Services, the program continued to prioritize the health and well-being of its employees. A total of 22 training sessions on “Taking Care of the Caregivers” and 13 presentations to domestic and international partners were delivered during the reporting period. The training focused on various stressors and potential impacts, both positive and negative, of working with sensitive and graphic materials, with emphasis on enhancing resiliency and personal growth while sharing strategies and tools that could be applied to mitigate effects on employees’ professional and personal lives. Additional sessions were held on topics ranging from mental health first aid training, to operational stressors and the science of emotional intelligence.

### **Specialized Technical Investigative Services**

Specialized Technical Investigative Services continued to deliver capabilities to obtain digital evidence, as well as evidence gathered by physical and technical surveillance, in a lawful and Charter-compliant manner. In 2022-23, the program increased research and development activities on vehicle forensics, in accordance with judicial authorizations, to allow digital forensic analysts to access electronic evidence within vehicles involved in serious collisions or criminal activities.

The Chemical, Biological, Radioactive, Nuclear and Explosives Operations Section responded to 62 calls for service during the fiscal year, both for the RCMP and in support of Ottawa Police Services in the National Capital Region. The unit has provided several homemade explosives and post-blast workshops to law enforcement partners and other agencies in an effort to increase awareness on emerging trends and operational responses.

During the reporting period, Air Services provided specialized airborne law enforcement support to front-line policing across Canada, amounting to approximately 17,000 flight hours, or more than 5,000 missions. With its fleet of 31 fixed and rotary aircraft, Air Services transported RCMP members and equipment, supported search and rescue efforts, provided prisoner transport, lent support to fly-in/remote communities, and conducted surveillance, which included overwatch during the visit of American President Joe Biden to Ottawa in March 2023. Air Services also continued to review its service model to expand capabilities to address the evolving nature of policing, which includes the modernization of its fleet, cameras, sensors, and integrated mapping systems to help investigations as well as search and rescue efforts.

### **Criminal Intelligence Service Canada**

Criminal Intelligence Service Canada and its law enforcement partners continued to facilitate the prevention, disruption, and reduction of organized criminal activity. A review of intelligence business practices was completed during the reporting period, and recommendations were implemented to address threat criteria, the level of detail provided within intelligence products, and the overall strategic approach to assessments produced by Criminal Intelligence Service Canada. With these enhancements in place, the program's intelligence products drove several operational strategies under the Canadian Integrated Response to Organized Crime initiative, which included partners in municipal and provincial police agencies, the Canada Border Services Agency, Financial Transactions and Reports Analysis Centre of Canada, as well as other departments and agencies.

In cooperation with Operational IM/IT Services, the program continued to develop the new Canadian Criminal Intelligence System to strengthen data collection and analysis and support the RCMP's broader innovation and modernization goals. The program also enhanced a number of its working groups to support its strategy development, and continued to find ways to share products with the public to inform public discourse, such as on the topics of the decriminalization of illicit drugs on law enforcement and criminal markets<sup>xxviii</sup>.

### **Departmental Security**

Departmental Security made progress on several key initiatives identified in the 2022-25 Departmental Security Plan, designed to address and strengthen responses on a variety of security considerations. A security event reporting program, automated via the Departmental Security Management System, was launched in 2022, two years ahead of schedule, complementing organizational efforts to enhance incident monitoring, investigation, and remedial action processes. A vendor assessment and contract security program was established, with a pilot project successfully completed to validate IT security for services offered by third-party providers. The program also continued to improve stakeholder access to guidance, tools, and resources, conducting engagement activities across the organization and offering eight awareness sessions to over 150 participants. Lastly, Departmental Security made progress on the development of a national Facility Security Assessment and Authorization process to ensure the safety and security of personnel, assets, and infrastructure.

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

Canadian Firearms Investigative and Enforcement Services enhanced capacities and strengthened efforts to combat firearms smuggling, trafficking, and straw purchasing<sup>xxix</sup>. For example, investments in new positions allowed the Canadian National Firearms Tracing Centre to decrease response times, while handling an increasing number of firearms trace requests. The program also delivered information sessions and workshops to over four hundred participants from law enforcement and partner agencies to better address illicit manufacturing, such as three-dimensional printing, thereby advancing law enforcement understanding of the criminal use of firearms.

As part of the Government of Canada's Initiative to Take Action Against Gun and Gang Violence, the program continued to support its law enforcement partners by providing data and strategic analysis on the national firearms landscape. Canadian Firearms Investigative and Enforcement Services finalized an agreement with Statistics Canada to obtain microdata of firearms-related incidents from the Uniform Crime Reporting Survey to enhance the availability of accurate statistics on the source of crime guns and firearm related incidents. Moreover, in partnership with provincial Chief Firearms Officers, the program continued to pursue initiatives that bolstered firearms license eligibility screening of high-risk individuals.

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

In 2022-23, Canadian Firearms Licensing and Registration continued to deliver modern licensing and registration services to individuals, businesses, and law enforcement partners. To enhance public safety and improve efficiencies, the program implemented several initiatives, including:

- the first phase of the Canadian Firearms Digital Services Solution, whereby individuals aged 18 and older who are first-time applicants could apply electronically for a possession and acquisition licence;
- a Public Safety Unit to address low-risk licensing and continuous licence eligibility and registration activities, thereby allowing Chief Firearms Officers to focus on high risk areas, such as domestic violence and mental health incidents, in a timely manner; and
- regulatory changes brought into force by the Government of Canada with respect to a national freeze on the transfer and transportation of handguns; licence verification prior to the transfer of a non-restricted firearm; and, mandatory record keeping by firearm businesses transferring non-restricted firearms.

### **National Cybercrime Coordination Unit**

In collaboration with domestic and international law enforcement partners, the National Cybercrime Coordination Unit and the Canadian Anti-Fraud Centre enabled and empowered law enforcement to reduce the threat, victimization, and impact of cybercrime on Canadians. The program contributed to various international and domestic investigations, leading to arrests and charges, the seizure of cybercrime infrastructure and assets, and the identification of cybercriminal cryptocurrency assets. During the reporting period, the National Cybercrime Coordination Unit received and actioned 1,255 requests for assistance, including 596 requests from domestic law enforcement and 659 from international law enforcement partners. The Canadian Anti-Fraud Centre assisted with the disruption of crypto-currency related frauds and activities that targeted elderly and vulnerable victims, with 1,039 instances addressed in collaboration with telephone service providers, and in 1,419 instances that involved bank accounts.

The National Cybercrime Coordination Unit continued to operate as the RCMP Centre of Responsibility on Cybercrime, helping to establish Provincial Cybercrime Coordinators in support of each RCMP division. In September of 2022, the National Cybercrime Coordination Centre relocated, strategically collocating with the Canadian Centre for Cyber Security, to increase collaboration and alignment. The program also worked with other federal partners on the continued

development and implementation of the National Cybercrime and Fraud Reporting System and the National Cybercrime Solution. This helped to lay the foundations for full operationalization in 2024, whereby the former will allow the public to report fraud and cybercrime threats, and the latter will provide law enforcement with a secure platform to analyze and share data.

### Disruption of HIVE Ransomware

In 2022-23, the National Cybercrime Coordination Unit supported the disruption and dismantling of the HIVE ransomware group infrastructure, which had targeted more than 1,500 victims in over 80 countries across the world. Working with domestic and international partners, the program notified HIVE ransomware victims in Canada, and facilitated access to decryption keys so that Canadian organizations were able to decrypt their data and not make ransom payments. As a result of collaborative law enforcement efforts, the impact of the HIVE ransomware group's attacks was reduced.

### Gender-based analysis plus for National Police Services

- A GBA Plus assessment was conducted for the Canadian Firearms program, which identified an opportunity to address impacts associated with age, region of residence, Indigenous status, people with disabilities, and gender. To support enhanced service delivery and mitigate impacts, the program completed the first phase of the Canadian Firearms Digital Services Solution. User research and testing was incorporated in planning, designing, and developing the online possession and acquisition licence application to meet client needs. Moreover, accessibility testing was conducted on the online application prior to its release.
- The Canadian Police College appointed a new director to advance its Leadership, Diversity, and Inclusion Center; champion the Police Development Center for Indigenous Policing; chair the Positive Space Committee; and provide executive-level subject matter expertise on inclusive leadership, gender-based analysis, cultural competence, and equity, diversity, and inclusion. The director led outreach activities with internal and external partners, and consulted with academia and communities of practice, to deepen gender-based analysis in the College's courses and curriculum.
- The Analytics, Data, and Information Management Directorate of the Operational IM/IT program continued to collaborate with business lines and lead on the collection, protection, use, and disposition of data in a well-governed and ethical manner, so that the RCMP can continue to ensure transparent and accountable interactions with diverse populations. Staffing and development plans included a continuous focus on the recruitment of women, promotion of Indigenous IT apprenticeship, and the hiring of persons with disabilities supported by telework offerings.

## United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The RCMP is working to support the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals across all of its core responsibilities. Details for National Police Services are provided below.

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

- Operational IM/IT Services used transparent employment processes and talent management plans to encourage and promote women at all levels to participate and gain equal opportunities for leadership positions. Due to the nature of work, the majority of roles within the IM/IT program are in the Computer Science and Engineering occupational groups, which traditionally have been dominated by the male gender. The overall intention continues to be increasing representation of all Employment Equity groups.

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

- Canada measures its progress in meeting Sustainable Development Goal 16, in part, through monitoring the incidence of selected types of crime, including violent *Criminal Code* violations involving firearms. The National Forensic Laboratory Services leveraged the Canadian Integrated Ballistics Identification Network – a database containing information about unsolved cases involving firearms – to provide valuable investigative and evidentiary support to investigating agencies. In the past year, there were 8,564 acquisitions to the database, resulting in 1,497 probable matches. Work continued during the reporting period on further expansion and promotion of the network.
- Sustainable Development Goal 16 also seeks to end abuse, exploitation, trafficking and all forms of violence against children. Sensitive and Specialized Investigative Services continued to pursue online child sexual exploitation investigations, identified victims to remove them from abusive situations, and supported efforts to achieve criminal justice outcomes, including for offences committed abroad.
- As a result of funding from the federal Gender-Based Violence Strategy, the National Sex Offender Registry and High-Risk Sex Offender program increased the number of completed risk assessments by approximately 31%, with 3,494 concluded during the reporting period. Using the provisions for prevention under the authority of the *Sex Offender Information Registration Act*, the program shared information about potentially dangerous travelling child sex offenders with foreign law enforcement.
  - In 2022-23, as pandemic travel restrictions were lifted, the program saw a 520% increase in the number of these proactive disclosures, and a 356% increase in travel notifications, where registered sex offenders reported travel outside of Can-

ada, when compared to 2021-22. Furthermore, the National Sex Offender Registry and High-Risk Sex Offender program saw a 128% increase in the number of investigations in 2022-23, compared to the previous year.

- With the addition of more resources, the program has been able to expand its mandate to include investigations of potential transnational child sex offenders as well as high-risk child sex offenders.
- Sustainable Development Goal 16 reflects Canada’s ambition to ensure that the public is supported through accountable institutions. With publication of the [2022-24 National Action Plan on Open Government](#),<sup>xxx</sup> the RCMP continued to enhance accountability, foster trust, drive innovation and change, improve services and policies, support evidence-based decision-making, nurture community policing, and become a more efficient and responsive public safety organization as a whole. In support of the action plan and the program’s mandate, several commitments were advanced during the reporting period, including:
  - refining and publicly releasing the RCMP’s first Open Government Strategy and multi-year action plan;
  - implementing a release framework to support the collection and release of high value open data and information to the Open Government Portal;
  - assisting RCMP business lines in the public release of key open information assets, such as the Federal Policing Strategy and parliamentary briefing binders;
  - coordinating the publication of the [Disclosure of Police Information Report](#),<sup>xxxi</sup> which included information from the [Police Intervention Options Report](#),<sup>xxxii</sup> RCMP calls for service (occurrences), and RCMP diversity statistics; and
  - launching a working group to facilitate ongoing stakeholder participation and advancing priorities and deliverables related to open government.

## Innovation

- Forensic Science and Identification Services began testing smartphone technology to allow members of the public to submit fingerprints from their personal devices for the purposes of criminal record checks for civil purposes. Emphasis was placed on testing the accuracy of fingerprint image capture and identification, with further testing to resume in the fall of 2023.
- National Forensic Laboratory Services continued to extend and enhance the Laboratory Information Management System, which automates the management of service requests for forensic analysis. The program completed the acquisition and configuration of new server infrastructure, updated scripts, utilities, templates, and applications in an effort to support the eventual transition to a new version of the system. Once fully operational, administrative processes related to laboratory submissions and internal processing will be streamlined, thereby improving laboratory efficiencies.
- The Canadian Firearms Digital Services Solution project, under Operational IM/IT Services, continued to explore the digitization of services and processes to reduce the need



for manual data entry, while leveraging automated data validation options to support efficient decision-making. In November 2022, the digital portal for Firearms Possession and Acquisition Licenses was launched to the public. Between then and March 31, 2023, 24% of applications were received online, reducing the time required for manual input (4.2 days online compared to 13.6 days for paper) and time to complete applications (14 days online compared to 39.4 days for paper). With these promising results, the RCMP will continue to explore ways to provide services to the public that are modern, simple, and efficient.

## Key risks

Based on the [RCMP's 2020 Environmental Scan](#),<sup>xxxiii</sup> National Police Services identified several risks and accompanying opportunities that it continued to address through a variety of mitigation strategies. Themes included:

- keeping pace with and incorporating technological changes;
- developing a proactive and aligned approach on competing priorities;
- attracting and retaining talent to meet the needs of new and existing skills sets;
- developing its workforce to meet evolving technology trends and digital work environments;
- sharing knowledge and collaborating to improve and develop new technical and operational solutions;
- supporting transparency and openness with new ideas, tools, and processes;
- coordinating corporate administrative functions and business processes; and
- obtaining and managing funding to ensure long-term sustainability.

## Results achieved

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

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
Law enforcement and Canadians have access to modern specialized police services	Percentage of forensic laboratory service requests completed within target time, by program:					
	Biology	80%	March 31, 2023	50%	62% <sup>xxxiv</sup>	56% <sup>xxxv</sup>
	Toxicology	80%	March 31, 2023	50%	33% <sup>xxxvi</sup>	36% <sup>xxxvii</sup>
	Firearms and Toolmark Identification	80%	March 31, 2023	66%	82% <sup>xxxviii</sup>	86% <sup>xxxix</sup>

National Anti-Counterfeiting Bureau	80%	March 31, 2023	98%	98% <sup>xi</sup>	61% <sup>xli</sup>
Trace Evidence	80%	March 31, 2023	68%	84%	65% <sup>xlii</sup>
Percentage increase in Canadian victims of online child sexual exploitation identified and uploaded to INTERPOL's International Child Sexual Exploitation database <sup>xliii</sup>	10% increase annually	March 31, 2023	21%	21%	24%
Percentage of advanced digital forensic service requests actioned within target service standards	80%	March 31, 2023	80%	62% <sup>xliv</sup>	97%
Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments	Run: 73%; Grow: 16%; Transform: 11%	March 31, 2023	Run: 70% Grow: 22% Transform: 8% <sup>xlv</sup>	Run: 63% Grow: 21% Transform: 16% <sup>xlvi</sup>	Run: 63%; Grow: 21%; Transform: 16% <sup>xlvii</sup>
Percentage of students who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College"	80%	March 31, 2023	82%	Not available <sup>xlvi</sup>	94%
Percentage of NC3 law enforcement partners who agree with the statement "the NC3 significantly contributes to a coordinated Canadian law enforcement response to cybercrime"	80%	March 31, 2023	80%	63%	75%

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



## Budgetary financial resources (dollars)

The following table shows, for National Police Services, budgetary spending for 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
606,873,054	606,873,054	820,462,747	693,345,200	86,472,146

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

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022-23.

2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
4,030	3,764	(266)

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

## **Contract and Indigenous Policing**

### **Description**

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

### **Results**

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

#### **Provincial/Territorial Policing and Municipal Policing**

##### **Police Intervention and De-escalation**

The RCMP published its annual [Police Intervention Options Report](#)<sup>lii</sup> in October 2022. This report contains the 2021 data on the RCMP's use of police intervention options, such as physical control techniques, conducted energy weapons, and firearms. It also includes a trends analysis of the past 10 years of police intervention use in the RCMP. The annual report also includes information on in-custody deaths and both subject and officer injury proximal to the application of police intervention options. In addition, the data includes divisional breakdowns of situational factors (such as gender, whether the subject was perceived to be under the influence of a substance, etc.) and police intervention options applied, if any. Some key highlights from the 2021 report include:

- almost all (99.9%) occurrences continue to be resolved without the application of a police intervention option;
- between 2010 and 2021, there was an overall 43% decline in the application of police intervention options;
- out of all police-public occurrences, the rate of application of police intervention options in 2021 was 0.076%;
- of a total of 29 officer-involved shootings in 2021, 15 were fatal; and
- RCMP officers were shot at 18 times by subjects, which is the same as in 2020 and is the highest rate in the past 12 years.

The Canadian Association of Chiefs of Police's De-escalation and Crisis Intervention Task Group has endorsed increased collaboration with their Use of Force Committee to further promote working towards an improved model and national use of force framework. The RCMP also continued to support a full external review of current de-escalation training to ensure the safest possible outcomes for officers and Canadians. Consultations with diverse groups, including racialized communities, continue to advance this important priority.

In 2022-23, in support of the Modernization Strategy for Public and Police Safety Equipment, the National Police Intervention Unit upgraded the Conducted Energy Weapon to Model T7. The RCMP and AXON International entered into a 10-year contract to replace aging X26 models with the T7. New training material was created and delivered by National Police Intervention Unit members to all divisions. In addition, the Unit:

- in relation to a breaching tool, developed training and put a Standing Offer in place to be able to acquire the tool to support police operations;
- updated the patrol carbine with improvements in ergonomics and weight, making it fully ambidextrous and 10% lighter; and
- published new policy and training material to support use of force experts from within the RCMP. The National Police Intervention Unit delivered this training to numerous members and it is now available to support the divisions when required.

### **Sexual Assault Review Team**

In support of the RCMP's efforts to provide modern contract policing services, the Sexual Assault Review Team launched the Sexual Offence Investigations course in 2022. The objectives of the course are to ensure that, upon successful completion, investigators can:

- identify key investigative steps in a victim-centred sexual offence investigation;
- identify victim rights and potential needs;
- recall crime scene processing, documentation, and evidence collection procedures;
- identify best practices for managing evidence and report writing; and
- recognize circumstances that can further add to the complexities of sexual offence investigations.

Sexual Assault Review Team employees completed all Sexual Assault Investigations Review Committee training, and review committees were established in all provinces and territories where the RCMP is the police of jurisdiction. These committees serve as an extension to the investigative process and bring a victim-centred and trauma-informed approach to improving the RCMP's response to sexual offence complaints. They ensure investigations are thorough, impartial, and properly classified, identify any systemic gaps or barriers, and are mandated to make case-specific recommendations that could lead to a file being re-classified or re-opened. They also make broad-based recommendations to improve the RCMP's response to complaints of sexual assault and enhance RCMP policies, procedures and training.

### **Youth**

In 2022-23, the RCMP continued to develop and provide educational programming, tools, and resources for police officers, and other professionals working with parents and youth, with a focus on substance use, transportation safety, bullying/cyberbullying and online safety, healthy relationships, reconciliation, mental health, and radicalization.

RCMP National Youth Services hosted a variety of programs during the 2022-23 fiscal year, including a new cohort of the RCMP [National Youth Advisory Committee](#),<sup>liii</sup> which is made up of 100 youth. The new cohort began in October 2022 and ran until June 2023. The program also hosted two Youth Officer Training sessions for school resource officers and community program officers from across Canada and organized and facilitated a [Youth Leadership Workshop](#)<sup>liv</sup> for 13 youth who were partnered with RCMP employees, as well as seven [RCMPTalks](#)<sup>lv</sup> on various youth crime and victimization issues.

During the reporting period, National Youth Services also developed new resources for the [Centre for Youth Crime Prevention](#),<sup>lvi</sup> including a sexual consent video, and bike safety and Halloween safety activity books.

### **Support to Victims**

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

- Two guides for families of missing persons and homicide victims, as part of its family-first and trauma-informed approach to support victim services. The RCMP conducted consultations with Indigenous and religious organizations to ensure fulsome engagements were completed.
- A national *Canadian Victim Bill of Rights* wallet card, which outlines the four primary rights under the bill, lists basic information about victim services, and contains space for officer and other contact information that can be customized as needed. These cards will help victims to understand their rights throughout the criminal justice process and will also increase front-line officer awareness of their obligations under the *Canadian Victim Bill of Rights*.

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

The aforementioned Sexual Offence Investigations Course launched in 2022 also contributes to victim support. The course introduces investigative best practices in sexual offence investigations through the examination of a scenario involving a victim-centred approach through six modules. The course further discusses values and approaches that should guide every investigation, including:

- being trauma-informed and victim-centred;
- demonstrating an understanding of diversity; and
- demonstrating an understanding of distinct impacts experienced by vulnerable communities.

Full updates on the implementation of the RCMP's sexual assault review and victim support action plan can be found in [The Way Forward II](#).<sup>lvii</sup>

## **Force Generation**

In 2022-23, the RCMP established a dedicated Recruitment Modernization team to focus on modernizing its recruitment and retention models and approaches through a number of initiatives. These initiatives aim to modernize the recruitment approach, and to identify and rectify barriers that have impeded women and Black, Indigenous, and other racialized groups from being successful in the application process. In 2022-23, overall recruitment levels increased, including a 122% increase in the number of Black cadets, a 26% increase in South Asian/East Asian cadets, a 41% increase in the number of Metis cadets, and a 57% increase in Filipino cadets.

To attract, recruit, and retain police officers, the RCMP made a number of changes to the regular member recruitment process in 2022-23:

- Changed the residency threshold for Permanent Residents to attract a diversity of candidates, thereby taking advantage of Canada's growing immigrant population and continuing to build a police service reflective of the public we serve.
- Based on scientific evidence, established 18 characteristics and attributes required of the regular member General Duty Constable, categorized under five main themes – mental, physical, social, emotional, and supplementary (data literacy, sense of presence, and lack of pervasive criminality over time), and integrated them into the assessment process.
- Sped up processing times so that cadets received troop offers in a timelier manner without sacrificing quality or rigor of assessment (on-boarding times went from 233 working days in 2021 to 192 working days in 2022).
- Introduced an un-proctored online assessment focused on preliminary screening questions rather than an in-person proctored test, which has increased success rates from 58% to 83%.
- Outsourced Psychological and Medical Assessments to enhance efficiencies across the country, reduce costs, better incorporate best practices, and to reduce the time it takes to bring in new recruits.
- Enhanced the applicant's experience with a focus on ensuring that we recruit the right people for the right roles, who have a balance of characteristics, attributes, and diversity of identity and experience to be modern-day police officers.
- Conducted an end-to-end recruitment process review to eliminate barriers, biases, and streamline processing times.
- Established an Indigenous Recruitment Strategy to reduce barriers and increase the number of First Nations, Métis and Inuit applicants.
- Successfully piloted a two-day in-person Recruitment Evaluation Centre to enhance the suitability assessment by removing systemic barriers reflecting Equity, Diversity and Inclusion.
- Contracted two external companies to conduct recruitment market research and a marketing strategy to help the RCMP target its efforts more precisely, with a focus on attracting ideal candidates, equity seeking groups, and Indigenous candidates.

Depot Division has created an Equity Diversity and Inclusion Advisor position to prioritize diversity within the workplace.

Some examples of various ongoing activities at Depot include:

- *Cultural Awareness and Humility* and *United Against Racism* courses have been added to the Cadet Training Program.
- New training sessions have been added on Intercultural Competence, and new unconscious bias scenarios will be added this fiscal year. These are being developed in consultation with Dr. Lois James, an expert on bias in policing.
- An External Consultant Group was hired and began work on an independent end-to-end review of the Cadet Training Program to ensure meaningful diversity components are woven throughout the curriculum.
- Full-time consultants for equity, diversity and inclusion, and for Indigenous culture were hired to further assist in the evolution of the Cadet Training Program.

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

### **Indigenous Policing**

#### **Restorative Justice**

In 2022, the RCMP developed and published a national restorative justice referral form. In 2023, a new training course, entitled “*A Restorative Justice Mindset*” was published on Agora and the Canadian Police Knowledge Network.

The RCMP, along with other government departments, continued working in collaboration with federal/provincial/territorial Ministers and Deputy Ministers responsible for Justice and Public Safety towards a 5% increase of restorative justice referrals by the end of 2022-23.

In 2022, the RCMP and the Department of Justice launched a joint pilot initiative to increase the number of restorative justice referrals in select locations. The pilot initiative is active at nine sites in six different provinces/territories, with an additional seven sites to go live in 2023-24.

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

RCMP-Indigenous Relations Services is the policy centre supporting the delivery of policing in over 550 Indigenous communities across Canada, and encompasses the distinctions of First Nations, Inuit and Métis people.

In 2022-23, the RCMP bridged information gaps between divisional RCMP commanders, regional and federal Public Safety offices, and RCMP National Headquarters on matters related to the staffing of existing police officer vacancies and the placement of new First Nations and Inuit Policing Program police resources. This included the ongoing navigation of complex Public Safety and RCMP Real Property policy related to issues of police housing in various Indigenous communities and in areas where the First Nations and Inuit Policing Program has planned expansion.

## Reconciliation

Divisional and national Business Line Reconciliation Strategic Plans were completed and published on the [RCMP website](#)<sup>lviii</sup> during the reporting period. Other highlights include:

- finalizing and disseminating the Communications Protocol template, which is intended to support local commitment to engagement and communications, and ultimately build trust between RCMP detachments and Indigenous community leaders;
- completing the three distinctions-focused academic reconciliation position papers specific to [First Nations](#)<sup>lix</sup>, [Inuit](#)<sup>lx</sup>, and [Métis](#)<sup>lxi</sup> community perspectives on reconciliation. In addition, an International Position Paper was completed on international approaches to reconciliation; and
- hosting two Commissioner's National Indigenous Advisory Committee meetings in 2022 with one being specifically a reconciliation gathering to inform the development of the RCMP National Reconciliation Pathway.

An Indigenous consulting firm was also engaged in 2022 to co-develop the RCMP National Reconciliation Pathway, to be finalized in 2023.

## Gender-based analysis plus

In March 2023, an interim contract for lighter-weight Hard Body Armour (HBA) was awarded. This will allow the RCMP to address the life cycle management of expired/expiring HBA deployed in the field as well as new requests for lighter-weight HBA for the membership. This interim mitigation measure will assist in bridging the current need for HBA until the new multi-year contract is awarded, expected later in 2023. Acquiring lighter HBA for the membership is in keeping with the spirit of GBA Plus by having the equipment adjusted to fit the needs of specific members, and not the member having to adjust or sacrifice their individual needs. The RCMP will soon have HBA that will fit a more diverse membership.

## United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The RCMP is working to support the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals across all of its core responsibilities. Details for Contract and Indigenous Policing are provided below.

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

- Canada's ambitions under the 2030 Agenda to advance Sustainable Development Goal #5 includes eliminating gender-based violence and harassment. Through the RCMP's efforts to provide modern contract policing services, the Sexual Assault Review Team launched the Sexual Offence Investigations course in 2022.



## Innovation

In 2022-23, the RCMP's Operational Research Unit:

- finished piloting the LifeSkills Training (an evidence-based drug prevention program that focuses on changing behaviours of youth) in three RCMP divisions, in collaboration with the RCMP's National Youth Services. Analyses of the data are currently underway and will inform whether the RCMP should move forward with national implementation of this program in schools that have partnerships with the RCMP;
- continued to engage with academic researchers to research and evaluate body-worn cameras as they are rolled out on a national scale. This partnership will help ensure transparency and the independence of some evaluation activities during the phased roll-out of body-worn cameras across the country; and,
- concluded a project that explored approaches used by Canadian police services to respond to mental health calls and the demand these calls place on police, in collaboration with academics from Carleton University, the Canadian Police Association, the National Police Federation, and other law enforcement partners. The data obtained from this research will contribute to better understanding the interactions between Canadian police officers and persons with mental illnesses, including, but not limited to:
  - the number and nature of mental health-related calls;
  - how mental health-related calls are resolved; and
  - the estimated demands associated with mental health-related calls (in terms of time, cost, and resources).

The RCMP also made Virtual Reality Training available to divisions as part of the new T7 Conducted Energy Weapon training package.

## Results achieved

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

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
The RCMP provides modern contract policing services	RCMP weighted clearance rate across contract policing jurisdictions <sup>lxii</sup>	39. The goal is for an increased clearance rate of 1.5 points.	March 31, 2023	32.85	31.46	30.89
	Crime Severity Index <sup>lxiii</sup>	Not available <sup>lxiv</sup>	March 31, 2023	108.23	108.11	114.29



	Rural crime rates in RCMP jurisdiction <sup>lxv</sup>	Not available	March 31, 2023	Not available	Not available	Not available
	Percentage of surveyed Canadians who agree with the statement, "I feel safer because of the RCMP"	64%	March 31, 2023	57%	52%	56% <sup>lxvi</sup>
	Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"	60%	March 31, 2023	65%	55%	65%
Improved relationships with and outcomes for Indigenous people	Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"	TBD <sup>lxvii</sup>	March 31, 2023	49%	43%	45%
	Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)	5% increase in pre-charge referrals to Restorative Justice from the baseline <sup>lxviii</sup>	March 31, 2023	In 2020 (the RCMP's baseline year), the RCMP made 1391 referrals.	Not available	Not available <sup>lxix</sup>

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

### Budgetary financial resources (dollars)

The following table shows, for Contract and Indigenous Policing, budgetary spending for 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
1,930,234,791	1,930,234,791	3,141,827,499	2,994,507,689	1,064,272,898

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

**Human resources (full-time equivalents)**

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022-23.

2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
18,579	18,289	(290)

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

## Internal services

### Description

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

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

These services are essential enablers of the RCMP's core mandate of supporting public safety. The RCMP provides federal policing services from coast-to-coast-to-coast and contract policing services across 75% of the geography of Canada, including much of rural and remote Canada, all of the Canadian North, and many towns and large urban areas.

### Human Resources

#### Employee Well-Being Strategy

In its second year of implementing the Strategy, the RCMP successfully advanced the 12 initiatives outlined in the action plan. Highlights include:

- development of a new module on the [National Standard for Psychological Health and Safety in the Workplace](#)<sup>lxxiii</sup> as part of the Executive/Officer Development Program;
- increased promotion of the [RCMP Employee and Family Resource Guide](#)<sup>lxxiv</sup> to inform all employees (active and off-duty) and their families of the well-being resources available to them;
- continued collaboration on the Informal Conflict Management Program, where parties are referred to the program for consultation with a practitioner and conciliation/mediation if both parties agree;
- creation of Well-Being Ambassador positions for regular members in British Columbia, Yukon, Prince Edward Island, Depot Division and Nunavut for which staffing processes were initiated in February 2023; and

- writing and disseminating the first annual progress report of the [RCMP Well-being Strategy](#).<sup>lxxv</sup>

### **Psychological Health Screening**

In 2022-23, RCMP psychologists delivered 955 psychological health screenings to active RCMP members in most divisions. Post-screening survey results continued to indicate that members have a high level (90%) of satisfaction with the program. The RCMP continued to face challenges in its efforts to hire additional psychologists to expand capacity to deliver this valuable injury/illness prevention service to members.

### **RCMP Longitudinal PTSD Study**

Research into the operational stress injuries of police officers, including post-traumatic stress disorder (PTSD), began in April 2019. The RCMP PTSD Study is part of the National Action Plan on Post Traumatic Stress Injuries and is being conducted at the RCMP's Training Academy (Depot Division) along with the University of Regina's Canadian Institute for Public Safety Research and Treatment. The study requires 960 initial participants from the Cadet Training Program and is designed to establish psychological and physiological baseline data. Regular data collection times have been established and those in the study will participate for 5.5 years (encompassing the 6-month Cadet Training Program and the first five years of service in the field).

The first group of 480 cadets have been recruited into the study (Team 1) and are now working in the field. The second group (Team 2) began June 2022. However, cadets in Team 2 are also receiving 13 hours of an evidence-based program called Emotional Resilience Skills Training, which was adapted to fit within the Cadet Training Program. The RCMP and clinicians at the Canadian Institute for Public Safety Research and Treatment worked with Dr. David Barlow and his team from Boston University who developed the universally recognized Unified Protocol, which is a transdiagnostic treatment that can be applied to a wide range of mood disorders. As part of the research, the evidence suggests that if cadets are trained to use these skills before they are injured psychologically, then they will be better equipped to manage the traumatic events that they will ultimately experience and witness in the field, and thus reduce the prevalence and severity of operational stress injuries.

Eleven peer-reviewed articles have been published in scientific journals regarding this study. So far, preliminary results have found that cadets coming into Depot have better mental health than the Canadian population on average. Cadets who are fully engaged in the study throughout their time at Depot see an improvement in mental health compared to when they first arrived at Depot. Additionally, cadets who participate in the study have a higher likelihood of graduating from the Cadet Training Program than those who do not participate.

### **RCMP-Indigenous, Co-Development, Collaboration and Accountability Office**

In 2022-23, the RCMP, with consideration of the advice and guidance of the Management Advisory Board for the RCMP, continued implementation of a team in the Chief Human Resources Officer sector that is comprised of 70% First Nation, Inuit, and Metis employees that have lived

experiences. The RCMP-Indigenous, Co-Development, Collaboration and Accountability Office promotes positive relationships with internal and external Indigenous networks to inform human resources policies, practices and programs with an Indigenous lens. This year, the office:

- achieved progress on the [Many Voices One Mind: a Pathway to Reconciliation](#)<sup>lxxvi</sup> action plan with the implementation of the Indigenous Career Navigators Program at National Headquarters. It also continued implementation of the [Knowledge Circle for Indigenous Inclusion's](#)<sup>lxxvii</sup> Career Navigators program, which will result in certified Career Navigators that will be available to support Indigenous employees;
- continued its external engagement with Indigenous-led contractor [Kūwiingu-néewul Engagement Services](#)<sup>lxxviii</sup> to inform community-driven relationship building and recruitment practices. To date, the RCMP and Kūwiingu-néewul have undertaken engagement sessions in Nunavut and Labrador, as well as with National Indigenous Organizations;
- reinstated the RCMP Indigenous Employee Council with a total membership of more than 300, which helped to strengthen employee networks continue to play a key role in finding solutions to address systemic barriers in Human Resources in areas such as recruitment, retention and career development for First Nation, Inuit, and Metis employees of all categories; and
- continued supporting the RCMP Commissioner in meetings with Indigenous organizations to build relationships and advance commonly held reconciliation priorities

The Women's Indigenous Network and the RCMP Indigenous Employee Council expanded their footprint in the organization and produced multiple cultural learning activities force-wide in 2022-23. Cultural events such as Stories from Residential School Survivors to inform National Day for Truth and Reconciliation, the Village Workshop to explore past and present realities of Indigenous people, and Career Development Discussions for regular members to inform recruitment and retention initiatives were also undertaken. The office continues to collaborate with other RCMP programs such as National Recruitment, Equity, Diversity and Inclusion, the Anti-Racism Unit, the Official Languages Directorate, and Contract and Indigenous Policing to advance reconciliation across the organization.

### **Equity, Diversity and Inclusion**

The RCMP's Equity, Diversity and Inclusion (EDI) Strategy continued to set the foundation to address systemic racism and discrimination by building organizational capacity to create a dedicated Centre of Expertise to implement an evergreen strategic approach to EDI, and to modernize the RCMP's human resources systems, policies, and practices.

In 2022-23, EDI developed an RCMP Framework for Employment Equity, Diversity and Inclusion Leadership to create a formalized structure for the roles and responsibilities of sponsors for equity-seeking communities and networks. EDI increased governance by launching the 2SLGBTQI+ Employee Network and the Disability Network and Action Group, and engaged stakeholders including equity-seeking groups and central agencies. In January 2023, EDI launched the [RCMP Accessibility Strategy and Accessibility Plan](#)<sup>lxxix</sup>. An EDI communications strategy was also developed to increase engagement and outreach.

To enhance data collection, analysis, and reporting, an updated EDI Strategy was also delivered to better inform decisions. EDI initiated engagement with Action, Innovation and Modernization to strengthen Annual Performance Plan System reporting by working towards obtaining performance indicators for divisional EDI Strategy reporting.

### **Race-based Data Collection**

To support the Ministerial and Commissioner mandate letter commitments related to addressing systemic racism, the RCMP's Anti-Racism Unit delivered anti-racism training internally to the Race-based Data Working Group, the National Integrated Operations Council, and Senior Management Team in April and September 2022, and at the Canadian Disaster Response Organization Conference in October 2022.

In September 2022, Senior Executive Committee members approved the Chief Human Resources Officer's approach for a Race-based Data Collection Framework using the 2018 Ontario Anti-Racism Data Standards as a best practice and guide for data collection, and to move towards mandatory data collection in its various records management systems.

To help address challenges and to bring together senior decision-makers from business lines responsible for driving and supporting the successful implementation of the race-based data initiative, a Director General Steering Committee was established in December 2022. The committee meets monthly to address issues and challenges and provide guidance in the approach for the organizational implementation of race-based data collection. The Anti-Racism Unit also held a two-day retreat with partners and leading subject matter experts to consult and collaborate on the initiative. A total of 45 participants attended from across RCMP Headquarters and from three divisions and met key objectives to:

- provide participants with a clear understanding of race-based data collection within the context of systemic racism in Canada;
- move to the design phase of the program; and
- gather input on the race-based data collection initiative.

Between fall 2022 and winter 2023 the Anti-Racism Unit, in collaboration with the RCMP-Indigenous, Co-Development, Collaboration and Accountability Office, completed site visits to six divisions and 12 detachments to identify pilot sites for the race-based data collection initiative, and meet with more than 70 regular members and community individuals and organizations. Based on these site visits and other analysis, the Anti-Racism Unit engaged senior leadership and developed preliminary recommendations for pilot sites.

Additionally, the Anti-Racism Unit initiated, and is continuing to participate, in working groups within Statistics Canada, the Canadian Association of Chiefs of Police, and the Ontario Association of Chiefs of Police, to ensure a collaborative and coordinated approach to the development of guidelines for race-based data collection in policing.

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

The Independent Centre for Harassment Resolution (ICHR) facilitates the RCMP's new legislated harassment and violence resolution process, which is focused on workplace restoration. To support its creation, the ICHR improved promotion of its services, and better informed RCMP employees about the new bias-free harassment regime, the new definition of harassment under the *Canada Labour Code*, as well as the intent of the new resolution process. The new process is not intended for personal redress, nor is it disciplinary in nature. Rather, it is restorative and aids in the prevention of workplace harassment and violence.

In 2022-23, the ICHR continued to increase its staff complement to refine intake and file management processes, investigation support, and policy and awareness activities. Additionally, the ICHR created a unit dedicated to support services for current and former employees who have been victims of criminal offences related to workplace harassment and violence.

In the fall of 2022, with the support and collaboration of internal and external stakeholders, the ICHR developed a targeted approach to reduce the backlog of investigations that resulted from a gap in the number of available external civilian investigators. This targeted approach resulted in an increase to 74 active investigators, which allowed the assignment of over 200 files and eliminated the majority of the accumulated backlog of complaints.

In addition to the administration of the harassment resolution process, the ICHR worked closely with internal and external stakeholders to:

- provide advice and guidance on the implementation of workplace restoration and prevention initiatives;
- leverage data to inform senior management of workplace trends; and
- monitor the implementation of recommendations from final investigation reports.

The ICHR released its first annual report on September 27, 2022. It provided some of the key accomplishments of the ICHR and outlined mitigation strategies in response to challenges encountered in its first year. As well, the annual report provided demographic information relating to workplace harassment and violence occurrences, an overview of complaint types identified, and a status report on the progression of occurrences received.

Efforts to raise awareness of the ICHR among RCMP employees continues, and additional focus on education and prevention initiatives is a key priority. The ICHR has developed new awareness products, such as a monthly newsletter, and is also now offering and delivering all-staff awareness sessions. The ICHR began the delivery of these sessions in January 2023 with participants from various Labour Relations operational and policy centers. Based on feedback from these sessions, the ICHR has amended the training and will continue to pilot the delivery of these sessions into fiscal year 2023-24. These sessions are offered virtually to all levels of RCMP employees, and provide information on:

- changes to the Workplace Harassment and Violence Resolution process;
- harassment and violence, and what it isn't;



- the lifecycle of a Notice of Occurrence;
- the benefits of informal resolution;
- the root causes of behaviour related to workplace harassment and violence at the RCMP;
- roles and responsibilities in promoting respect and civility in the workplace;
- domestic violence;
- bystander intervention; and
- the support services available to all employees

Various options have been explored in an effort to address the government's commitment to externalize the ICHR from the RCMP. Extensive consultations and analysis have occurred to inform a recommendation on the matter.

### **Action, Innovation and Modernization**

#### **GBA Plus Centre of Expertise**

In 2022-23, the GBA Plus Centre of Expertise, led by the RCMP's Action, Innovation and Modernization directorate (AIM), continued to provide centralized advice, support and training on the application of GBA Plus across the RCMP. To help enhance GBA Plus capacity, the Centre hosted four meetings of the RCMP GBA Plus Network. The Network also served as a key consultation group in the development of a new GBA Plus policy statement at the RCMP, which is expected to be launched in 2023-24. It continued to provide a forum to identify priorities and common GBA Plus issues, and to share knowledge, resources, and GBA Plus-related tools. The GBA Plus Centre of Expertise training and awareness sessions have been successful, resulting in increased awareness and additional requests for GBA Plus support across business lines. In fall 2022, the Centre held practical GBA Plus training sessions with the RCMP Internal Audit, Evaluation and Review directorate to support further integration of GBA Plus in such processes.

In 2022-23, AIM provided direct GBA Plus support to priority initiatives such as:

- providing advice and guidance on the conduct measures guide review;
- supporting a GBA Plus lens in the implementation of body-worn cameras, including to ensure that diverse groups of people are consulted on the initiative;
- working to embed GBA Plus in the RCMP's National Technology Onboarding Program; and
- ensuring the needs of diverse groups of people are considered in the pilot for a new duty shirt for regular members.

AIM also began discussions with [Pauktuutit Inuit Women of Canada](#)<sup>lxxx</sup> to ensure the unique needs and experiences of Inuit women, girls, and gender diverse Inuit are included in the RCMP GBA Plus approach.

#### **Culture Change**

Culture change remained a priority for AIM in 2022-23. The Holistic Culture Change Working Group (a forum intended to share information, collaborate and facilitate ongoing integration and



communication across RCMP modernization initiatives aimed at advancing culture change) increased its membership to be more inclusive and held regular monthly meetings to support ongoing culture change initiatives.

The organizational culture inventory project, which was used to identify current RCMP culture traits and key behaviours to drive measurable workplace culture change, concluded in 2022-23. Pilot projects undertaken in two divisions to consistently and authentically implement a set of key behaviours to impact culture change were successful. Many of the overall findings echo those articulated in external reports on RCMP culture, as well as organizational culture inventory projects conducted by other police organizations. Results provide information on systemic barriers for future attention and action, and provide a baseline for measuring future change. The key behaviours will be used to support the implementation of the renewed core values as an effective way to make the core values real and actionable. To further support RCMP's culture change efforts, AIM facilitated four consultations with other organizations undertaking culture change initiatives to learn from their experiences and will continue to have these discussions in the upcoming year.

### **Innovation**

The Innovation Hub increased its membership and continued to share information and promote innovation files across the organization. AIM was able to maximize spending under the Innovative Solutions Canada Program fund (\$1.8M annually), completing two contracts for an inclusive respirator and for modernized handcuff designs.

### **International Association of Chiefs of Police Trust Campaign**

To reaffirm its role in increasing public trust in policing, in 2022-23 the RCMP joined the [International Association of Chiefs of Police Trust Campaign](#).<sup>lxxxix</sup> The campaign aims to enhance trust between police agencies and the communities they serve by ensuring positive community-police partnerships. It requires that police organizations pledge to adopt a series of specific policies and practices by December 2025, organized under six key themes: Bias-free Policing; Use of Force; Leadership and Culture; Recruitment, Hiring and Retention; Victim Services; and Community Relations. As of March 31, 2023, the RCMP has fully met 17 of the 25 commitments, and partially met five others.

### **Access to Information and Privacy Modernization**

During the year, the RCMP continued to modernize its Access to Information and Privacy program, including by reducing wait times. Considerable accomplishments were achieved during the second year of its [modernization strategy action plan](#),<sup>lxxxix</sup> which addressed recommendations made by the Office of the Information Commissioner of Canada and fulfilled the RCMP's obligations under both the *Access to Information Act* and the *Privacy Act*. In 2022, the Access to Information and Privacy program:

- staffed three of four executive positions, created dozens of new positions at all levels, created a developmental program, and hired over 20 new staff to help ensure the program

- can better deliver on its mandate;
- developed a change management plan, which included activities to change the culture for both branch employees and for the RCMP as a whole. The plan emphasized the principles of respect for legislative requirements, gaining public trust, and encouraging transparency and accountability. It also included enhanced engagement and awareness within the RCMP divisions through local and targeted presentations.
- achieved shorter wait times for privacy requests, increased reporting of privacy breaches, initiated more privacy impacts assessments, and increased privacy awareness throughout the RCMP; and
- developed new guidance material on a variety of Access to Information and Privacy related topics, from making requests to breach reporting. New directives and policies were also issued to provide guidance to Access to Information and Privacy staff. Specifically, a quick start guide and introductory video have been developed and are continuing to be used by senior RCMP officials.

## **Professional Responsibility Sector**

### **External review of conduct measures**

In 2022-23, the external expert review of RCMP conduct measures was completed and the [Phase 1 and Phase 2 Final Reports](#)<sup>lxxxiii</sup> were released.

In response, the Professional Responsibility Sector engaged internal and external stakeholders, including the Management Advisory Board for the RCMP, to assess the findings and recommendations stemming from the review. As a result, a modernized approach to disciplinary decision-making was initiated. It contributed to the establishment of a new decision-making model and structure and required the hiring of dedicated decision-makers and specialized legal support, as well as instituting progressive and ongoing training. These substantial changes are key to ensuring that RCMP employees are accountable for their actions and that consequences for established misconduct are consistent, meaningful, and appropriate.

In addition, progress continued on modernizing the RCMP's Conduct Measures Guide, intended to provide direction to conduct authorities on the application of discipline and to align with developments in case law and superior court judgements. This is an important step to ensure conduct measures, and their application, meet modern expectations of fairness, transparency, and accountability.

### **Core values renewal**

During 2022-23, consultations were held with employees, senior management, bargaining agents, business lines, and divisional representatives to renew the [RCMP core values](#).<sup>lxxxiv</sup> Gender-Based Analysis Plus, along with Equity, Diversity and Inclusion, and others, were engaged to ensure a diverse and inclusive representation of employees, nationally. The feedback received informed the development of the implementation strategy, which included a comprehensive environmental scan, an action plan, and governance recommendations.

## **Financial Management**

### **Corporate Accounting, Policy and Control**

In 2022-23, the Corporate Accounting, Policy and Control directorate:

- lead the national launch of digital signature acceptance for the *Financial Administration Act* on vendor invoices to adapt to virtual work and ensure IT controls could be relied upon;
- modernized its training for relocation officers that support RCMP members in their relocations across the country;
- provided new training to RCMP employees to improve understanding of the revised financial delegations matrix and on the use of hospitality;
- performed analyses and worked with implicated stakeholders on compliance with the new accounting standard on Asset Retirement Obligations and the proper reporting of these in the departmental financial statements; and
- continued to advance the assessment of internal controls over financial management as per the RCMP's ongoing monitoring plan.

## **Corporate Management**

### **Greening Government**

During the year, the RCMP took steps towards supporting the Government of Canada's greening commitments. A few highlights include:

- developing net-zero carbon re-useable designs for small detachments, with support from the Centre for Greening Government at the Treasury Board Secretariat, which minimize construction costs;
- leading the Interdepartmental Marine Fleet Low/Zero-Emission Initiative Project, which continued to examine the replacement of internal combustion engines with low or zero-emission engines for small vessels; and
- supporting National Resources Canada and the Centre for Greening Government to deploy zero-emission and clean-fuel powered vehicles by evaluating these on-road, light-duty vehicles in a law enforcement capacity.

### **Procurement**

The RCMP launched a Request for Proposal process for the body-worn camera program and subsequently awarded a contract to the highest ranked bidder for the provision of a Field Test Service in multiple detachments across three RCMP divisions. The Field Test is intended to allow the RCMP to validate the Contractor's ability to meet contractual requirements in an operational environment prior to proceeding to full implementation and national roll-out.

The RCMP continues its initiative to modernize its service pistol, and has progressed through the beginning phases of an agile procurement process to review and refine its technical and

operational requirements based on multiple Requests for Information and other consultative means to gather industry feedback.

## **Contracts awarded to Indigenous businesses**

The RCMP is a Phase 2 organization and is aiming to achieve the minimum 5% target by the end of 2023-24.

In 2022-23, the RCMP's Procurement and Contracting Units, in partnership with Business Owners, advanced Indigenous Procurement by:

- using Procurement Set-Asides for Indigenous Businesses on large informatics equipment purchases;
- including Indigenous Participation Plans on key procurements;
- including Indigenous suppliers in their selection lists, when possible, when using Public Services and Procurement Canada-created procurement mechanisms; and
- requiring Indigenous Considerations to be addressed as part of strategy development decisions and including such documentation in the procurement file.

The RCMP continued its dedication to socio-economic reconciliation by advancing its efforts to cultivate a culturally inclusive and aware procurement process by:

- requiring its corporate management community to take part in annual learning activities;
- producing job aids and ad-hoc reports to assist Business Owners and Procurement Specialists in conducting procurement with an Indigenous conscientious approach; and
- increasing oversight on Indigenous considerations in procurement by mandating additional quality assurance reviews for files in Comprehensive Land Claim Areas and the Nunavut Settlement Area.

As part of the RCMP's commitment to cultural competency development, 87% of procurement and contracting specialists at the RCMP have completed the mandatory course on Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service as of March 31, 2023; the remaining specialists have committed to completing the course as part of their 2023-24 learning plans. In addition, 35% of procurement and contracting specialists at the RCMP have completed the Procurement in the Nunavut Settlement Area (COR410) course from the Canada School of Public Service.

## Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022-23, as well as spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
649,932,008	649,932,008	905,636,604	770,140,621	120,208,613

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022-23.

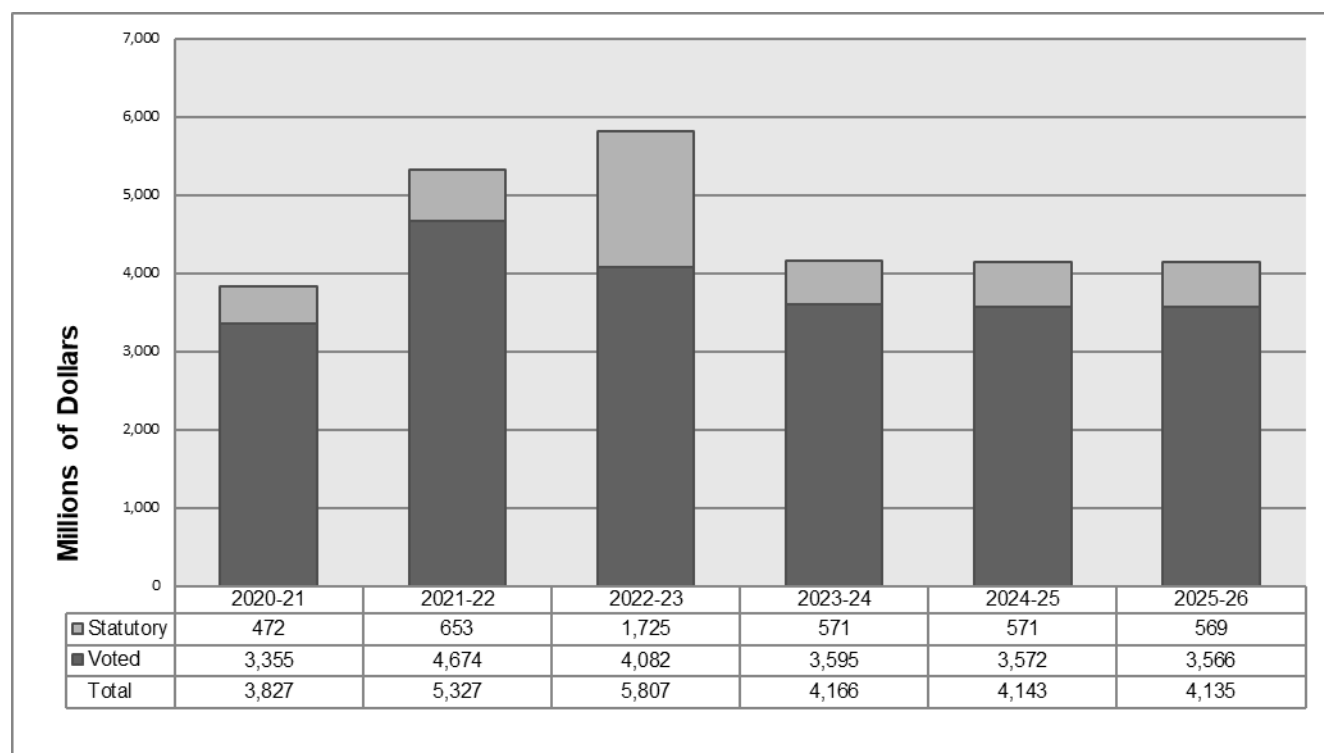
2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
4,125	4,391	266

## Spending and human resources

### Spending

#### Spending 2020-21 to 2025-26

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



In recent years, the RCMP's overall expenditures were affected by material economic events. Fiscal year 2021-22 realized material variances stemming from adjustments to employee compensation levels as a result of the National Police Federation's collective bargaining. Further to this, in 2022-23 a one-time credit of \$1,220 million to the RCMP Pension Plan was processed to eliminate an actuarial shortfall identified in the [20th Actuarial Report on the Pension Plan for the RCMP](#)<sup>lxxxv</sup> (as of March 31, 2021) completed by the Office of the Superintendent of Financial Institutions.

Organizational costs have continued to trend upwards due to the implementation of newly approved initiatives, incremental costs for regular members' health benefits, and higher costs for goods and services as a result of inflation.

Transfer payments continue to increase on a yearly basis due to an increase in recipients of the Grant to Compensate Members of the RCMP for Injuries Received in the Performance of their Duties. In 2022-23, transfer payments increased by \$53.0 million (or 11%) in comparison to the previous year.

While the RCMP's capital investments in 2022-23 increased by \$52.3 million (or 22%) compared to previous years, delays in projects, procurement, and other external factors resulting from the pandemic and geopolitical situation resulted in some of the authorized funding being carried forward into 2023-24.

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

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the RCMP’s core responsibilities and for internal services.

Core responsibilities and internal services	2022-23 Main Estimates	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending	2022-23 total authorities available for use	2020-21 actual spending (authorities used)	2021-22 actual spending (authorities used)	2022-23 actual spending (authorities used)
Federal Policing	1,047,163,970	1,047,163,970	1,029,516,722	1,026,809,275	1,352,613,177	890,171,085	1,231,734,793	1,349,445,572
National Police Services	606,873,054	606,873,054	610,000,207	610,205,670	820,462,747	566,618,458	637,732,230	693,345,200
Contract and Indigenous Policing	1,930,234,791	1,930,234,791	1,838,909,127	1,845,412,510	3,141,827,499	1,692,685,201	2,744,234,374	2,994,507,689
<b>Subtotal</b>	<b>3,584,271,815</b>	<b>3,584,271,815</b>	<b>3,478,426,056</b>	<b>3,482,427,455</b>	<b>5,314,903,423</b>	<b>3,149,474,744</b>	<b>4,613,701,397</b>	<b>5,037,298,461</b>
Internal services	649,932,008	649,932,008	688,193,505	660,224,670	905,636,604	677,890,959	712,724,269	770,140,621
<b>Total</b>	<b>4,234,203,823</b>	<b>4,234,203,823</b>	<b>4,166,619,561</b>	<b>4,142,652,125</b>	<b>6,220,540,027</b>	<b>3,827,365,703</b>	<b>5,326,425,666</b>	<b>5,807,439,082</b>

At the outset of 2022-23, the RCMP's planned spending was \$4,234.2 million. Incremental funding from Supplementary Estimates, carry forwards, and a Government contribution to the RCMP Pension Plan brought the 2022-23 total authorities to \$6,220.5 million. Examples of key items that were approved in-year but not included in the Departmental Plan were:

- a one-time credit of \$1,220 million to the RCMP Pension Plan to eliminate an actuarial shortfall identified in the Office of the Superintendent of Financial Institutions’ most recent triennial actuarial valuation of the plan;
- incremental funding of \$170 million to address rising disability pension payments under the RCMP’s Grant to Compensate Members of the RCMP for Injuries Received in the Performance of their Duties;
- increased in-year funding of \$163.9 million for Contract Policing services, and in support of the First Nations and Inuit Policing Program; and
- incremental in-year funding of \$130.2 million, which included funding for items such as occupational and supplemental health costs for RCMP regular members, newly approved

initiatives such as funding to address systemic racism in the RCMP, and funding for safety and security-related expenses for the July 2022 Papal visit to Canada.

The 2022-23 total actual spending (\$5,807.4 million) was \$413.1 million less than the 2022-23 total authorities available for use at year-end. This lapse is comprised of \$37.9 million in funding that is frozen and cannot be used in-year to offset expenditures; \$89.2 million is being returned to the fiscal framework (\$53.6 million is related to the Grant to Compensate Members of the RCMP for Injuries Received in the Performance of their Duties) and the remaining \$286 million is being managed through carry forwards, and funding profile changes, to ensure the RCMP continues to deliver on its mandate. A significant portion of the funding being carried forward, or reprofiled, is for specific initiatives, some of which are in special purpose allotments, which cannot be reallocated to address funding pressures.

In comparison to the [2022-23 Departmental Plan](#),<sup>lxxxvi</sup> the RCMP incurred \$1,573.2 in expenditures above the Planned Spending amount. The majority of this incremental spending can be attributed to the one-time actuarial adjustment of \$1,220 million, and \$116.4 million for costs related to the Grant to Compensate Members of the RCMP for Injuries Received in the Performance of their Duties. Additionally, the RCMP incurred incremental spending of \$25.3 million in RCMP Member Health Benefits costs above what was identified in the Planned Spending. Lastly, expenditures incurred for the July 2022 Papal Visit, the March 2023 visit from the President of the United States of America, and security measures for the COP 15 Convention held in Montreal in December 2022 contributed to this increase.

The RCMP is anticipating the upward expenditure trend to continue as it continues to implement initiatives identified in Budget announcements. Additionally, increases in overall expenditures are expected as a result of general increases to the cost of goods and services.

## 2022-23 Budgetary actual gross spending summary (dollars)

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

Core responsibilities and internal services	2022-23 actual gross spending	2022-23 actual revenues netted against expenditures	2022-23 actual net spending (authorities used)
Federal Policing	1,349,739,413	(293,840)	1,349,445,573
National Police Services	722,435,374	(29,090,174)	693,345,200
Contract and Indigenous Policing	4,972,485,142	(1,977,977,454)	2,994,507,688
<b>Subtotal</b>	<b>7,044,659,929</b>	<b>(2,007,361,468)</b>	<b>5,037,298,461</b>
Internal Services	781,827,956	(11,687,336)	770,140,620
<b>Total</b>	<b>7,826,487,885</b>	<b>(2,019,048,804)</b>	<b>5,807,439,081</b>

The RCMP's 2022 actual gross spending was \$7,826.5 million and \$2,019.0 million in vote netted revenues were collected, for a total net spending of \$5,807.4 million. The vote netted



revenues are primarily related to the provision of Contract Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. Revenues are also collected for managing the RCMP Pension Plan, DNA analysis through biology casework analysis agreements with provinces and territories, and training provided by the Canadian Police College to both domestic and international policing partners.

The RCMP's 2022-23 Departmental Plan included \$1,756.1 million of vote netted revenue authorities in 2022-23, and actual revenues collected were \$2,019.0 million.

Revenues collected in 2022-23 increased by \$210.5 million or 12% in comparison to 2021-22 and \$262.9 million or 15% in comparison to the Planned Spending. The increase is largely attributable to Contract Policing services as a result of the National Police Federation's collective bargaining. Additionally, there were incremental revenues collected from the biology casework analysis (DNA analysis) agreements with provinces and territories and the Canadian Police College.

The RCMP anticipates annual increases related to the provision of Contract Policing services resulting from program growth. Additionally, revenues related to training provided by the Canadian Police College are expected to continue to increase as the organization transitions to a post-pandemic environment.

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the RCMP’s core responsibilities and to internal services.

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

Core responsibilities and internal services	2020-21 actual full-time equivalents	2021-22 actual full-time equivalents	2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Federal Policing	5,114	4,994	4,982	4,971	4,982	4,984
National Police Services	3,711	3,723	4,030	3,764	4,111	4,136
Contract and Indigenous Policing	18,291	18,379	18,579	18,289	18,783	18,816
<b>Subtotal</b>	<b>27,116</b>	<b>27,096</b>	<b>27,591</b>	<b>27,024</b>	<b>27,876</b>	<b>27,936</b>
Internal Services	3,907	4,065	4,125	4,391	4,243	4,299
<b>Total<sup>lxxxvii</sup></b>	<b>31,023</b>	<b>31,161</b>	<b>31,716</b>	<b>31,415</b>	<b>32,119</b>	<b>32,235</b>

In 2022-23, Full Time Equivalents (FTEs) remained relatively stable with an increase of 255 FTEs (1%) over the previous fiscal year. In comparison, the RCMP came to within 301 FTEs (1%) of achieving the Planned Staffing identified in the 2022-23 Departmental Plan.

The RCMP Training Academy (“Depot”) in Regina, Saskatchewan, was targeting 40 troops of 24 cadets for 2022-23 as well as 4 troops of Experience Police Officers (EPOs). By the end of the year, DEPOT produced 28 cadet troops and 4 EPO Troops. The variance is related to the on-going recruitment challenges being faced by the RCMP, like other police organizations, and in many other sectors. Challenges include the emotional upheaval of the pandemic and the scarcity of workers across many sectors due to generational retirements resulting in intense competition. The RCMP does not deny its 150-year history. In recruiting a diverse workforce, the organization continued to work towards a more positive relationship with the communities we serve.

Unfortunately, these efforts were not sufficient to cover off attrition as the number of regular members (19,083 FTEs) declined in comparison to fiscal year 2021-22 (19,124 FTEs).

The number of public service employees (9,363 FTEs) continues to increase every year (8,797 FTEs in 2021-22) as a result of new staffing related to the continued implementation of previously approved initiatives, as well as new initiatives in support of the RCMP’s commitment to modernization.

The number of civilian members (2,636 FTEs) continued to decline (2,785 FTEs in 2021-22) steadily due to attrition, as staffing of civilian members has ceased pending their conversion to public service employees. As civilian member positions are vacated, public service employee positions are staffed to fill those vacancies when a qualified civilian member candidate cannot be found.

## Expenditures by vote

For information on the RCMP's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>lxxxviii</sup>

## Government of Canada spending and activities

Information on the alignment of the RCMP's spending with Government of Canada's spending and activities is available in [GC InfoBase](#).<sup>lxxxix</sup>

## Financial statements and financial statements highlights

### Financial statements

The RCMP's financial statements (unaudited) for the year ended March 31, 2023, are available on the [department's website](#).<sup>xc</sup>

### Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022-23 planned results	2022-23 actual results	2021-22 actual results	Difference (2022-23 actual results minus 2022-23 planned results)	Difference (2022-23 actual results minus 2021-22 actual results)
Total expenses	6,288,426	8,085,241	7,672,034	1,796,815	413,207
Total revenues	1,971,539	2,025,177	1,923,572	53,638	101,605
Net cost of operations before government funding and transfers	4,317,067	6,060,064	5,748,462	1,742,997	311,602

The 2022-23 planned results information is provided in the RCMP's [Future-Oriented Statement of Operations and Notes 2022-23](#).<sup>xc</sup>

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022-23	2021-22	Difference (2022-23 minus 2021-22)
Total net liabilities	1,337,688	1,457,762	(120,074)
Total net financial assets	1,166,883	1,301,695	(134,812)
Departmental net debt	170,805	156,067	14,738
Total non-financial assets	2,150,698	2,043,267	107,431
Departmental net financial position	1,979,893	1,887,200	92,693

The 2022-23 planned results information is provided in the RCMP's [Future-Oriented Statement of Operations and Notes 2022-23](#).<sup>xcii</sup>

## Corporate information

### Organizational profile

**Appropriate ministers:** The Honourable Dominic LeBlanc, P.C., K.C., M.P., Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs

**Institutional head:** Commissioner Mike Duheme

**Ministerial portfolio:** Public Safety

#### Enabling instruments:

- *Royal Canadian Mounted Police Act*<sup>xciii</sup>
- *Royal Canadian Mounted Police Superannuation Act*<sup>xciv</sup>
- *Enhancing Royal Canadian Mounted Police Accountability Act*<sup>xcv</sup>
- *Royal Canadian Mounted Police Pension Continuation Act*<sup>xcvi</sup>

**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 RCMP’s website.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).<sup>xcvii</sup>

## Operating context

Information on the operating context is available on RCMP’s website.

## Reporting framework

The RCMP’s departmental results framework and program inventory of record for 2022-23 are shown below.

Royal Canadian Mounted Police - Departmental Results Framework				
Core Responsibility 1: Federal Policing		Core Responsibility 2: National Police Services		Core Responsibility 3: Contract and Indigenous Policing
Departmental Result: Canada and Canadian interests are safe and secure against serious and complex criminal threats	Indicator: Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Departmental Result: Law enforcement and Canadians have access to modern specialized policing services	Indicator: Percentage of forensic laboratory service requests completed within target time, by program:	Departmental Result: The RCMP provides modern contract policing services
	Indicator: Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise)		<ul style="list-style-type: none"> <li>a. Biology</li> <li>b. Toxicology</li> <li>c. Firearms and Toolmark Identification</li> <li>d. National Anti-Counterfeiting Bureau</li> <li>e. Trace Evidence</li> </ul>	Indicator: RCMP weighted clearance rate across contract policing jurisdictions
	Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to threats to National Security”		Indicator: Percentage increase in Canadian victims of online child sexual exploitation identified and uploaded to INTERPOL’s International Child Sexual Exploitation Database (ICSE)	Indicator: Crime Severity Index
	Indicator: Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of advanced digital forensic service requests actioned within target service standards	Indicator: Rural crime rates in RCMP jurisdiction
	Indicator: Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments	Indicator: Percentage of surveyed Canadians within contract policing jurisdictions who agree with the statement, “I feel safer because of the RCMP”
	Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to Cybercrime threats”		Indicator: Percentage of students who agree with the statement, “My knowledge and skills increased as a result of training offered by the Canadian Police College”	Departmental Result: Improved relationships with and outcomes for Indigenous people
	Indicator: Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of NC3 law enforcement partners who agree with the statement “the NC3 significantly contributes to a coordinated Canadian law enforcement response to cybercrime”	Indicator: Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, “I feel safer because of the RCMP”
	Indicator: Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise)			Indicator: Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)
	Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, “The RCMP is effectively responding to Transnational and Serious Organized Crime”			

Internal Services

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

## Supporting information on the program inventory

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

## Supplementary information tables

The following supplementary information tables are available on RCMP's website:

- ▶ [Reporting on Green Procurement](#)<sup>xcix</sup>
- ▶ [Details on transfer payment programs](#)<sup>c</sup>
- ▶ [Gender-based analysis plus](#)<sup>ci</sup>
- ▶ [Response to parliamentary committees and external audits](#)<sup>cii</sup>
- ▶ [Forensic Science and Identification Services key performance indicators](#)<sup>ciii</sup>
- ▶ [Actual results on workplace wellness and diversity](#)<sup>civ</sup>

## 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](#).<sup>cv</sup> 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 analysis of tax expenditures.

## Organizational contact information

**Mailing address:**

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

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

**Website(s):** <https://www.rcmp-grc.gc.ca/en><sup>evi</sup>

## Appendix: definitions

### **appropriation** (*crédit*)

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

### **budgetary expenditures** (*dépenses budgétaires*)

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

### **core responsibility** (*responsabilité essentielle*)

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

### **Departmental Plan** (*plan ministériel*)

A 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.

### **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 tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the November 23, 2021, Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable 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

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<sup>i</sup> RCMP website, RCMP Federal Policing Annual Report 2021. <https://www.rcmp-grc.gc.ca/en/rcmp-federal-policing-annual-report-2021>

<sup>ii</sup> Prime Minister of Canada (December 2021). Minister of Public Safety Mandate Letter. <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>

<sup>iii</sup> Public Order Emergency Commission (2023). Commission Mandate. <https://publicorderemergencycommission.ca/about/commission-mandate/>

<sup>iv</sup> Government of Canada. Canada's Action Plan for the Implementation of the United Nations Security Council Resolution on Women, Peace and Security – 2017-2022. <https://www.international.gc.ca/transparency-transparence/women-peace-security-femmes-paix-securite/2017-2022-action-plan.aspx?lang=eng>

<sup>v</sup> RCMP website, Departmental Plan 2022-2023. <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023>

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

<sup>vii</sup> Methodology was changed due to data quality issues, as such results are not available for FY 2022-23.

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

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

<sup>x</sup> There was a total of 9 (100%) National Security offence-related tiered projects cleared out of nine offence-related tiered projects tiered in FY 2021-22. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%. It is also possible for this number to fluctuate year-over-year, depending on the total number of projects tiered that year.

<sup>xi</sup> There were a total of 7 (64%) National Security (NS) offence-related tiered projects cleared out of 11 NS offence-related tiered projects concluded in FY 2022-23. Data source has been changed for FY 2022-23 to address data quality issues. As such, results can not be compared with previous years.

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

<sup>xiii</sup> Methodology was changed due to data quality issues, as such results are not available for FY 2022-23.

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

<sup>xv</sup> There was a total of 4 (400%) Cybercrime offence-related tiered projects cleared out of 1 offence-related tiered projects tiered in FY 2021-22. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%. It is also possible for this number to fluctuate year-over-year, depending on the total number of projects tiered that year.

<sup>xvi</sup> There were a total of 2 (67%) Cybercrime offence-related tiered projects cleared out of 3 cybercrime offence-related tiered projects concluded in FY 2022-23. Data source has been changed for FY 2022-23 to address data quality issues. As such, results can not be compared with previous years.

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

<sup>xviii</sup> Methodology was changed due to data quality issues, as such results are not available for FY 2022-23.

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

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

<sup>xxi</sup> There was a total of 7 (233.3%) Transnational and Serious Organized Crime offence-related tiered projects cleared out of three offence-related tiered projects tiered in FY 2021-22. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%. It is also possible for this number to fluctuate year-over-year, depending on the total number of projects tiered that year.

<sup>xxii</sup> There were a total of 14 (78%) Transnational and Serious Organized Crime (TSOC) offence-related tiered projects cleared out of 18 TSOC offence-related tiered projects concluded in FY 2022-23. Data source has been changed for FY 2022-23 to address data quality issues. As such, results can not be compared with previous years.

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

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

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

<sup>xxvi</sup> RCMP (October 2020). The Connected RCMP. RCMP website. <https://www.rcmp-grc.gc.ca/en/connected-rcmp>

<sup>xxvii</sup> Clearance rate is defined as the difference between service requests completed versus those received for the reporting period.

<sup>xxviii</sup> For more information on reports prepared by Criminal Intelligence Service Canada, please visit: <https://cisc-scrs.gc.ca/media/index-eng.htm>

<sup>xxix</sup> Straw purchasing is the legal acquisition of firearms by individuals holding a firearm possession and acquisition license who, in turn, intentionally and unlawfully transfers those firearms to an unlicensed individual.

<sup>xxx</sup> National Action Plan on Open Government, Government of Canada website.

<https://open.canada.ca/en/content/national-action-plan-open-government>

<sup>xxxi</sup> RCMP (October 2022). Disclosure of police information. RCMP website. <https://www.rcmp-grc.gc.ca/transparenc/police-info-policiers/index-eng.htm>

<sup>xxxii</sup> RCMP (October 2022). 2021 Police Intervention Options Report. RCMP website. <https://www.rcmp-grc.gc.ca/transparenc/police-info-policiers/intervention/2021/index-eng.htm>

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

<sup>xxxiv</sup> Several vacancies in Biology's search unit at two processing sites have hampered the fulfillment of targets. The pandemic also continues to have an overarching effect on service delivery

<sup>xxxv</sup> The program operated at or near capacity for the fiscal year. Residual impacts of the pandemic continue to impact service standards. Continual mitigation efforts are ongoing.

<sup>xxxvi</sup> Demand continued to exceed output capacity in toxicology, which led to service load accumulation and deterioration of response times. The pandemic also continued to have an overarching effect on service delivery.

<sup>xxxvii</sup> Additional capacity with the new Drug Impaired Driving service lines will offset demand increase and lead to significant improvements in meeting and reducing target times in the next reporting period.

<sup>xxxviii</sup> Performance results were affected by the operational challenges associated with the 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.

<sup>xxxix</sup> National Forensic Laboratory Services provided realistic, albeit longer, target times that facilitated the ability to meet targets. Training of new reporting scientists will increase capacity the next fiscal year and reduce overall target times.

<sup>xl</sup> The sunset of the National Counterfeit Enforcement Strategy resulted in a decline in the rate of counterfeit currency submissions to the National Anti-Counterfeiting Bureau. Officially, the strategy ended in March 2020, but was announced earlier in 2019, so many coordinators were assigned to new tasks/positions before the end of 2019. Due to the end of National Counterfeit Enforcement Strategy, many law enforcement agencies were/are under the impression that the National Anti-Counterfeiting Bureau is no longer providing services. Additionally, the pandemic prompted more vendors to only accept digital financial transactions, which resulted in a reduction in the number of counterfeits submitted. This has allowed the National Anti-Counterfeiting Bureau to exceed its goals despite the challenges associated pandemic protocols in the workplace.

<sup>xli</sup> Attrition and the influx of files with high exhibit volume has had some impact on meeting target times for the past fiscal year.

<sup>xlii</sup> As a small program, Trace Evidence over the past year has experienced some of training and instrumentation issues which have impacted meeting target times.

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

<sup>xliv</sup> The program is working on continuous improvements to meet service standards.

<sup>xlv</sup> The result depicts CIO costs.

<sup>xlvi</sup> The program exceeded its goals to invest on grow and transform initiatives, which, as a ratio, has lowered the overall percentage spent on run initiatives.

<sup>xlvii</sup> Expenditures on the Run, Grow, Transform investments have been trending in the right direction. The outcomes are better than the targets set as we have been able to lower the expenditures in Run to increase in Grow and Transform. The goal is to continue to improve, optimize and enhance digitally enabled tools through Grow and Transform investments, and reduce the investments on day to day Run by addressing aging IT systems.

<sup>xlviii</sup> This survey was not conducted in 2021-22. Additional performance information, including survey results, will be refined for the 2022-23 fiscal year.

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

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

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

<sup>lii</sup> RCMP (October 2022). 2021 Police Intervention Options Report. RCMP website. <https://www.rcmp-grc.gc.ca/transparenc/police-info-policieres/intervention/2021/index-eng.htm>

<sup>liii</sup> RCMP (September 2022). National Youth Advisory Committee. RCMP website. <https://www.rcmp-grc.gc.ca/en/youth-safety/national-youth-advisory-committee>

<sup>liv</sup> RCMP (May 2020). Youth leadership workshops. RCMP website. <https://www.rcmp-grc.gc.ca/en/youth-safety/youth-leadership-workshops>

<sup>lv</sup> RCMP (February 2023). RCMPTalks. RCMP website. <https://www.rcmp-grc.gc.ca/en/youth-safety/rcmptalks>

<sup>lvi</sup> RCMP (August 2022). Centre for Youth Crime Prevention. RCMP website. <https://www.rcmp-grc.gc.ca/en/youth-safety/centre-for-youth-crime-prevention>

<sup>lvii</sup> RCMP website, The way forward II – An update on the implementation of the RCMP’s sexual assault review and victim support action plan. <https://www.rcmp-grc.gc.ca/en/the-way-forward-ii-an-update-the-implementation-the-rcmps-sexual-assault-review-and-victim-support>

<sup>lviii</sup> <https://www.rcmp-grc.gc.ca/en/rcmp-path-reconciliation>

<sup>lix</sup> Olsen Harper, Anita, Dr. (March 2019). The RCMP: Cultural Transformation and Reconciliation. RCMP website. <https://www.rcmp-grc.gc.ca/en/reports-research-and-publications/the-rcmp-cultural-transformation-and-reconciliation>

<sup>lx</sup> Uppahuak-Prusky, Elaine (February 2022). Aaqigiarutiqarniq between the Royal Canadian Mounted Police and Inuit. RCMP website. <https://www.rcmp-grc.gc.ca/en/reports-research-and-publications/aaqigiarutiqarniq-between-the-rcmp-and-inuit>

<sup>lxi</sup> Fiddler-Potter, Merelda, PhD. Candidate (October 2021). Métis People, the RCMP, and Reconciliation: Navigating History, Connecting with Community, and Creating Ethical Spaces to Start Again. RCMP website. <https://www.rcmp-grc.gc.ca/en/metis-people-the-rcmp-and-reconciliation-navigating-history-connecting-community-and-creating>

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

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

<sup>lxiv</sup> A target cannot be set as the RCMP cannot control the Crime Severity Index. However, it can influence the Weighted Clearance Rate, and the goal is for the Crime Severity Index to decrease in conjunction with an intended increase in the Weighted Clearance Rate.

<sup>lxv</sup> Upon consultation, it was confirmed that Statistics Canada does not produce the data required to report on this indicator and therefore Contract and Indigenous Policing is unable to provide any actual results moving forward. This indicator will be replaced for the 2026-27 fiscal year when the Departmental Results Framework amendment process is reopened.

<sup>lxvi</sup> The RCMP will engage with its contract partners and other stakeholders to seek input regarding areas of concern and/or areas for improvement.

<sup>lxvii</sup> This indicator was changed in 2021-22. A target will be established once baseline data is collected.

<sup>lxviii</sup> In 2019, the RCMP introduced mechanisms to track the number of restorative justice referrals and is working towards a 5% increase in referrals over the next 3 years.

<sup>lxix</sup> RCMP Restorative Justice data requires a delay of 24-36 months delay to accurately reflect referrals made.

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

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

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

<sup>lxxiii</sup> Mental Health Commission of Canada (September 2021). Psychological Health and Safety in the Workplace – Prevention, promotion, and guidance to staged implementation. CAN/CSA-Z1003-13/BNQ 9700-803/2013. <https://www.csagroup.org/article/canca-z1003-13-bnq-9700-803-2013-r2018/>

<sup>lxxiv</sup> RCMP (2023). Mental health, wellbeing and support. Employee and family resource guide. RCMP website. <https://www.grc-rcmp.gc.ca/en/family-corner/mental-health-wellbeing-and-support#a6>

<sup>lxxv</sup> RCMP (July 2022). Prioritize full implementation of the RCMP Employee Well-being Strategy. RCMP website. <https://www.rcmp.gc.ca/en/change-the-rcmp/support-modern-policing/prioritize-full-implementation-the-rcmp-employee-well-being-strategy>



- <sup>lxxvi</sup> Government of Canada (December 2017). Many Voices One Mind: a Pathway to Reconciliation. Government of Canada website. <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/knowledge-circle/many-voices.html>
- <sup>lxxvii</sup> Government of Canada (May 2022). Knowledge Circle for Indigenous Inclusion. Government of Canada website. <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/knowledge-circle.html>
- <sup>lxxviii</sup> Three Sisters Consulting (2021). Projects & Knowledge Sharing. <https://www.threesistersconsulting.com/knowledge-sharing>
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- <sup>lxxx</sup> Pauktuutit Inuit Women of Canada (2023). Pauktuutit Inuit Women of Canada: The national voice of Inuit women. <https://pauktuutit.ca/>
- <sup>lxxxi</sup> International Association of Chiefs of Police. IACP Trust Building Campaign. <https://www.theiacp.org/iacp-trust-building-campaign>
- <sup>lxxxii</sup> RCMP website, Action plan. <https://www.rcmp-grc.gc.ca/en/access-information-and-privacy-programs-modernization-strategy-action-plan>.
- <sup>lxxxiii</sup> RCMP website, Final report on the review of the RCMP's Conduct Measures Guide. <https://www.rcmp-grc.gc.ca/en/final-report-the-review-the-rcmps-conduct-measures-guide>.
- <sup>lxxxiv</sup> RCMP website, RCMP core values. <https://rcmp.ca/en/corporate-information/royal-canadian-mounted-police-core-values>
- <sup>lxxxv</sup> Office of the Superintendent of Financial Institutions (September 2022). Actuarial Report on the Pension Plan for the Royal Canadian Mounted Police as at 31 March 2021. Government of Canada website. [https://www.osfi-bsif.gc.ca/Eng/oca-bac/ar-ra/rcmp-grc/Pages/OCA\\_RCMP\\_2022.aspx](https://www.osfi-bsif.gc.ca/Eng/oca-bac/ar-ra/rcmp-grc/Pages/OCA_RCMP_2022.aspx)
- <sup>lxxxvi</sup> RCMP website (March 2022). Departmental Plan 2022-2023. <https://www.rcmp-grc.gc.ca/en/departmental-plan-2022-2023>
- <sup>lxxxvii</sup> Totals may not add up due to rounding.
- <sup>lxxxviii</sup> Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- <sup>lxxxix</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xc</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- <sup>xci</sup> RCMP website, Future-Oriented Statement of Operations of the Royal Canadian Mounted Police. <https://www.rcmp.gc.ca/en/departmental-plan-2022-2023-future-oriented-statement-operations>
- <sup>xcii</sup> RCMP website, Future-Oriented Statement of Operations of the Royal Canadian Mounted Police. <https://www.rcmp.gc.ca/en/departmental-plan-2022-2023-future-oriented-statement-operations>
- <sup>xciii</sup> *Royal Canadian Mounted Police Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- <sup>xciv</sup> *Royal Canadian Mounted Police Superannuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>
- <sup>xcv</sup> *Enhancing Royal Canadian Mounted Police Accountability Act*, [https://laws-lois.justice.gc.ca/eng/annualstatutes/2013\\_18/FullText.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2013_18/FullText.html)
- <sup>xcvi</sup> *Royal Canadian Mounted Police Pension Continuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>
- <sup>xcvii</sup> Prime Minister of Canada, <https://pm.gc.ca/en/mandate-letters>
- <sup>xcviii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xcix</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/reporting-green-procurement>

<sup>c</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/details-transfer-payment-programs>

<sup>ci</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/gender-based-analysis>

<sup>cii</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/response-parliamentary-committees-and-external-audits>

<sup>ciii</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/forensic-science-and-identification-services-key-performance-indicators>

<sup>civ</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en/2022-2023-departmental-results-report/actual-results-workplace-wellness-and-diversity>

<sup>cv</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>

<sup>cvi</sup> RCMP website, <https://www.rcmp-grc.gc.ca/en>