



RCMP External
Review Committee

Comité externe
d'examen de la GRC

RCMP External Review Committee

2024–25

Departmental Plan

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

Canada 

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From the Chairperson

I am pleased to present the RCMP External Review Committee's 2024-25 Departmental Plan.

Through its independent and impartial reviews of appeal cases dealing with broad employment matters affecting RCMP members, including decisions in harassment complaints, conduct matters, demotion or the discharge of RCMP members due to any number of factors, the ERC helps to provide an assurance of fair and transparent recourse processes within the RCMP, ultimately contributing to the ability of the Force to serve Canadians.



The ERC had its most successful year to date in addressing the backlog and its output of Reports of Findings and Recommendations. Concurrently, the ERC reviewed its analysis and drafting processes in order to find efficiencies and streamline the review of cases without compromising the integrity and thoroughness of these reports, all the while improving in timeliness and efficiency. The ERC remains committed to meeting service standards and implementing effective ongoing backlog strategies.

Recognizing the numerous challenges associated with being a micro agency and the importance of retaining and nurturing employees that will grow and want to stay with the ERC, the organization places a strong emphasis on creating an environment conducive to ongoing training and a steadfast commitment to fostering its employees with learning opportunities and continuous development. By prioritizing continuous learning, the ERC aims to not only prepare individuals for their evolving roles but also to cultivate a dynamic and adaptable workforce.

The ERC has consistently adapted and evolved in response to the changing world, always prioritizing the health and wellness of its employees. We've cultivated an environment that strongly promotes diversity and inclusion. Through information sessions, training initiatives, and open forum discussions, we ensure that every employee feels valued and empowered to contribute to an inclusive and respectful workplace. We remain steadfast in making the well-being and mental health of ERC employees a top priority.

I take pride in the accomplishments of the ERC and the resilience displayed by its workforce amidst continuous change and the evolving landscape of public service. I am eager to see the ongoing efforts to further reduce the backlog and to ensure the timely issuance of Findings and Recommendations.

Chairperson

Charles Randall Smith

Plans at a glance

A departmental plan describes a department’s priorities, plans, and associated costs for the upcoming three fiscal years. The RCMP External Review Committee’s [raison d’être, mandate, role](#)ⁱ, and [operating context](#)ⁱⁱ can be found on the RCMP External Review Committee’s webpage.

Key priorities

- Support fair and transparent RCMP recourse processes and decision-making with Findings and Recommendations.
- Issuing Findings and Recommendations in a timely manner.
- Continuing to foster a culture of diversity and inclusion.
- Focusing on succession planning and recruitment for key ERC positions.

Refocusing government spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

While not officially part of this spending reduction exercise, the RCMP External Review Committee will respect the spirit of this exercise by doing the following:

- The ERC is committed to respecting the spirit of this exercise despite not being directly impacted by the spending reduction, by implementing efficiency measures and ensuring fiscal responsibility, such as scrutinizing non-essential expenditures and optimizing budget allocations to ensure responsible financial management.

The figures in this departmental plan reflect these reductions.

Core responsibilities and departmental results

A Departmental Results Framework consists of an organization’s core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

The core responsibility and departmental results from the RCMP External Review Committee’s Departmental Results Framework are as follows.

Core Responsibility	Departmental results
Independent review of RCMP employment matters	ERC’s findings and recommendations support fair and transparent RCMP recourse processes and decision-making.
	Findings and recommendations are issued in a timely manner.
	RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.

See [GC InfoBase](#)ⁱⁱⁱ for the full framework and program inventory.

Highlights

Plans for Independent review of RCMP employment matters

The ERC will contribute to the integrity of the RCMP’s recourse system by delivering independent and impartial case reviews, findings and recommendations for final decisions in appeals of internal RCMP decisions in harassment complaints, conduct cases, discharges or demotions, and stoppages of pay and allowances while effectively addressing and reducing the existing backlog in accordance with service standards.

For more information on the RCMP External Review Committee’s plans, see the “Plans to deliver” section of this plan.

Plans to deliver on core responsibilities and internal services

Independent review of RCMP employment matters

Description

Independent and impartial case reviews, findings and recommendations for final decisions in appeals of internal RCMP decisions in harassment complaints, conduct cases, discharges or demotions, and stoppages of pay and allowances.

The [Royal Canadian Mounted Police External Review Committee](#)^{iv} (ERC) is an independent administrative tribunal that contributes to fair and equitable labour relations and helps to reinforce accountability at all levels within the Royal Canadian Mounted Police (RCMP). Other than the courts, the ERC is the only independent review mechanism available to RCMP members and management for labour relations matters. The ERC conducts impartial reviews of appeals of certain conduct measures imposed on RCMP members and of written decisions regarding harassment complaints, revocations of appointments, discharges, demotions and ordered stoppages of pay and allowances. Case files dealing with these matters are referred to the ERC for review by the RCMP pursuant to sections 33 and 45.15 of the [Royal Canadian Mounted Police Act](#)^v and section 17 of the [Royal Canadian Mounted Police Regulations](#)^{vi}. In conducting its reviews of referred case files, the ERC considers the entire file record that was before the initial decision maker and is provided by the RCMP. These records can include investigation reports, statements from members (complainants, respondents and others), video or audio records and testimony from witnesses, historical human resources file materials and other documentation. Once a review has been completed, the ERC provides findings and recommendations to the Commissioner of the RCMP (as the final decision maker) and to the parties. The ERC's findings and recommendations are directed at ensuring that the general principles of administrative law and labour law are respected and that the requirements of the [RCMP Act](#)^{vii} and other relevant legislation, such as the [Canadian Human Rights Act](#)^{viii}, are adhered to in decision making. In some cases, the ERC makes recommendations for broader change or for actions that might be taken to address issues raised in a file (e.g., changes in RCMP

policies or management practices, or additional or new training for RCMP members or managers). Access to summaries of ERC findings and recommendations and to ERC reports and discussion papers is provided to RCMP members and the public through the [ERC’s website](#)^{ix} and publications, and through presentations or other outreach to RCMP members.

Quality of life impacts

The ERC has only one core responsibility which is the independent review of RCMP employment matters which contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#)^x and, more specifically, “Access to fair and equal justice (civil and criminal),” through all of the activities mentioned in the core responsibility description.

Results and targets

The following table shows, for departmental result related to the Independent review of RCMP employment matters, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 1: Indicators, results and targets for departmental result

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
The degree to which RCMP final decisions concord with ERC recommendations, expressed as the % of the RCMP final decisions that fully agree, partly agree or do not agree with the recommendations.	Agreed in 76%, agreed in part in 0% and disagreed in 24%	Agreed in 96% and disagreed in 4%	Agreed in 90% Disagreed in 7% Agreed in part in 3%	Up to 100%; no specific target.	Ongoing
% of findings and recommendations that are issued within the service standard.	Not applicable (Reporting period starting in 2022-23)	Not applicable (Reporting period starting in 2022-23)	100%	100%	Ongoing
Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.	66.5% (website posting of findings and recommendations summaries in the two first quarters of the fiscal year were delayed due to the COVID-19 pandemic. The ERC was 100% on target for the 3rd and 4th quarter.)	84% Note – We were 100% through 3 quarters and then missed Q4 due to web migration	100%	100%	Ongoing

The financial, human resources and performance information for the RCMP External Review Committee’s program inventory is available on [GC InfoBase](#).^{xi}

Plans to achieve results

Addressing the reduction of the backlog of cases remains paramount and ensuring timely issuance of Findings and Recommendations and maintaining fairness for the parties involved. The ERC will continue to modernize its tools and processes to find and improve operational efficiencies and timeliness in the issuance of Findings and Recommendations. The ERC’s service standards which supports the program management, transparency and accountability will continue to be met.

In the coming fiscal year, the ERC will complete the implementation of GCDocs and ensure the proper adoption of the business workplace, which will enhance our reporting platform. This will enable the efficient tracking, analysis, and generation of comprehensive reports to facilitate effective decision-making. Additionally, the ERC will focus on adjusting the search formatting on its website to provide RCMP Members and the public with access to current information on the issues addressed in its reviews.

Outreach activities will continue to support RCMP member awareness of workplace and recourse issues (such as publishing case review summaries through the ERC’s [Findings and Recommendations](#)^{xii} web page and through presentations to RCMP officials and National Police Federation with recourse responsibilities, managers or employees). Regular dialogue with the RCMP on general program updates will continue in support of program delivery, planning and risk management.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$4,614,222
- **Planned human resources:** 24

Program inventory

Independent review of RCMP employment matters is supported by the following program in the program inventory:

- Appeal case reviews

Supporting information on planned expenditures, human resources, and results related to the RCMP External Review Committee’s program inventory is available on [GC Infobase](#).^{xiii}

Summary of changes to reporting framework since last year

Our reporting framework remains unchanged since last year.

Internal services

Description

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

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

The ERC, as a small organization, remains committed to prioritizing the mental health and well-being of its employees. To achieve this, we will continue to engage in open discussions, organize informational sessions and events centered around mental health and well-being, as well as activities addressing various facets of diversity and inclusion to engage us all in self-reflection and continued evolution and adapting of processes.

During the upcoming fiscal year, the ERC in consultation with its Occupational Health and Safety (OHS) Committee will review and update existing OHS policies, guidelines and Hazard Prevention Program. The ERC will address any recommendations brought forward by the OHS Committee. Simultaneously, the implementation of a diversity and inclusion guide, coupled with employee sessions on inclusion, diversity, equity, and anti-racism, underscores a commitment to enhance employee knowledge and foster an inclusive and respectful workplace.

As a small organization, departures of key personnel puts the emphasizes on succession planning. By prioritizing ongoing learning, the organization seeks to prepare individuals for changing roles and fostering a flexible, adaptable and dynamic workforce. The ERC remains

committed through its staffing procedures to foster an inclusive, diverse, and accessible work environment where individuals are valued and respected.

The ERC continues to ensure that its Business Continuity Plan and Departmental Security Plan are up to date. This is being done in parallel with a self-assessment on existing processes with a focus on financial management.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$1,908,094
- **Planned full-time resources:** 9

Related government priorities

Planning for contracts awarded to Indigenous businesses

The ERC has modified its procurement process to support the government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually by contracting out to Indigenous-owned companies when possible.

Due to the fact that the ERC is a micro-organization with a very specific mandate, use of contracting is limited. However in circumstances where a contract is needed, we have amended our contracting process to prioritize Indigenous businesses.

5% reporting field description	2022-23 actual % achieved	2023-24 forecasted % target	2024-25 planned % target
Total percentage of contracts with Indigenous businesses	N/A	N/A	5%

Planned spending and human resources

This section provides an overview of the RCMP External Review Committee’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

Spending

Actual spending summary for core responsibilities and internal services (dollars)

The following table shows information on spending for the RCMP External Review Committee’s core responsibility and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Table 2: Actual spending for core responsibilities and internal services (dollars)

Core responsibility and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Independent review of RCMP employment matters	3,874,704	4,877,620	3,947,842
Subtotal	3,874,704	4,877,620	3,947,842
Internal services	0*	0*	1,567,769
Total	3,874,704	4,877,620	5,515,611

*The ERC was exempted from reporting separately on internal services expenditures until the fiscal year 2023-24.

Spending for 2021-22 and 2022-23 represents the actual expenditures incurred during the respective fiscal years, as reported in Public Accounts. Planned spending for 2023-24 reflects the forecasted spending level for the whole fiscal year.

The ERC secured additional permanent ongoing funding to support capacity and integrity and since the allocation of these funds, the ERC has staffed positions as per its human resources plan and Treasury Board Submission.

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

The following table shows information on spending for the RCMP External Review Committee's core responsibility and for its internal services for the upcoming three fiscal years.

Table 3: Budgetary planning summary for core responsibilities and internal services (dollars)

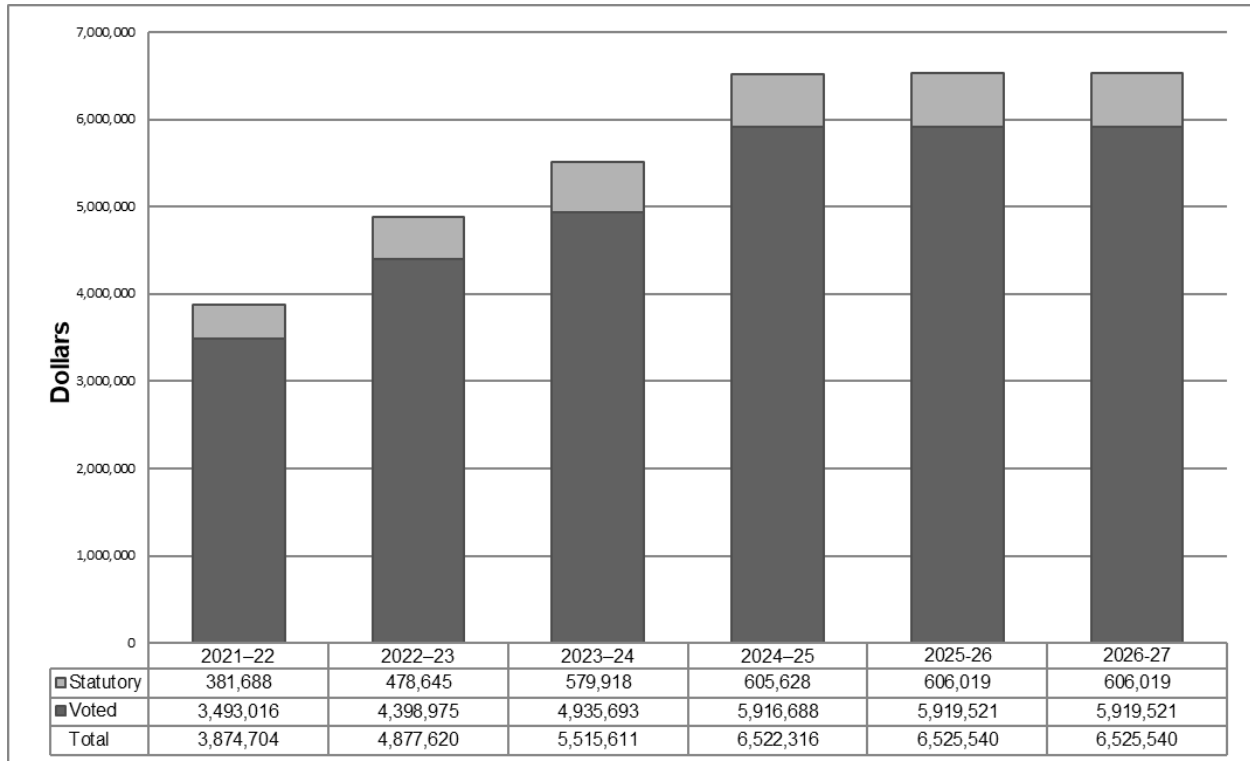
Core responsibility and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Independent review of RCMP employment matters	4,614,222	4,614,222	4,616,704	4,616,704
Subtotal	4,614,222	4,614,222	4,616,704	4,616,704
Internal services	1,908,094	1,908,094	1,908,836	1,908,836
Total	6,522,316	6,522,316	6,525,540	6,525,540

Planned spending from 2024-25 to 2026-27 reflects funds already included in the Department's reference levels. This also includes amounts to be authorized through the Estimates process, as presented in the Department's Annual Reference Level Update.

Funding

Departmental spending 2021–22 to 2026–27

Figure 4: The following graph presents planned spending (voted and statutory expenditures) over time.



Spending for 2021-22 and 2022-23 represents the actual expenditures incurred during the respective fiscal years, as reported in Public Accounts. Planned spending for 2023-24 reflects the forecasted spending level for the whole fiscal year while planned spending from 2024-25 to 2026-27 reflects funds already included in the Department's reference levels. This also includes amounts to be authorized through the Estimates process, as presented in the Department's Annual Reference Level Update.

Estimates by vote

Information on the RCMP External Review Committee’s organizational appropriations is available in the [2024–25 Main Estimates](#).^{xiv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the RCMP External Review Committee’s operations for 2023–24 to 2024–25.

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

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

Table 5: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	6,084,923	7,044,050	959,127
Total revenues	0	0	0
Net cost of operations before government funding and transfers	6,084,923	7,044,050	959,127

The difference between forecast results for 2023-24 and planned results for 2024-25 is due in large to staffing challenges.

Human resources

Actual human resources summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the RCMP External Review Committee’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Table 6: Actual human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2021–22 actual full-time equivalents	2022–23 actual full-time equivalents	2023–24 forecast full-time equivalents
Independent review of RCMP employment matters	22.3	23.6	20.8
Subtotal	22.3	23.6	20.8
Internal services	0*	0*	6.4
Total	22.3	23.6	27.2

*The ERC was exempted from reporting separately on internal services until the fiscal year 2023-24.

FTEs for 2021-22 and 2022-23 represents the actual FTEs reported for the respective fiscal years. FTEs for 2023-24 reflects the forecasted level for the whole fiscal year.

The ERC secured additional permanent ongoing funding in 2020-21 to support capacity and integrity and since the allocation of these funds, the ERC has staffed positions as per its human resources plan and Treasury Board Submission.

Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the RCMP External Review Committee’s core responsibility and for its internal services planned for 2024–25 and future years.

Table 7: Human resources planning summary for core responsibility and internal services

Core responsibility and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
Independent review of RCMP employment matters	24	24	24
Subtotal	24	24	24
Internal services	9	9	9
Total	33	33	33

The adjustment of FTEs between the ERC’s program and internal services became essential due to the upcoming reporting responsibilities on its internal services. The ERC will maintain a workforce of around 33 FTEs in the upcoming fiscal years. For a small organization, it is important to have a proactive staffing and succession plan and employ strategies for proactive recruitment and talent retention.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Dominic LeBlanc, P.C., M.P.

Institutional head: Charles Randall Smith, Chairperson

Ministerial portfolio: Public Safety, Democratic Institutions and Intergovernmental Affairs

Enabling instrument(s): *Royal Canadian Mounted Police Act*, R.S.C. 1985, c. R-10^{xvi}

Year of incorporation / commencement: 1986

Organizational contact information

Mailing address

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Website: <https://www.canada.ca/en/rcmp-external-review-committee.html>

Supplementary information tables

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

- Gender-based analysis plus

Information on the RCMP External Review Committee's Departmental Sustainable Development Strategy can be found on the [RCMP External Review Committee's website](#).^{xviii}

Federal tax expenditures

The RCMP External Review Committee’s Departmental Plan does not include information on tax expenditures.

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

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#)^{xx} in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i Raison d’être, mandate, role, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/organization/mandate.html>
- ii Operating Context, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/organization/operating-context-key-risks.html>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- v. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- vi. Royal Canadian Mounted Police Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-281/index.html>
- vii. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- viii. Canadian Human Rights Act, <http://laws-lois.justice.gc.ca/eng/acts/H-6/index.html>
- ix. RCMP External Review Committee’s website, <http://www.erc-cee.gc.ca/index-en.aspx>
- x Quality of Life Framework for Canada, <https://www160.statcan.gc.ca/index-eng.htm>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. RCMP External Review Committee, Recent Findings and Recommendations, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/publications/recent-findings-and-recommendation.html>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. 2024–25 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xv ERC’s Future-Oriented Financial Statements, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/future-oriented-financial-statements.html>
- xvi. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- xvii Supplementary Information Tables, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/departmental-plans.html>
- xviii ERC’s Departmental Sustainable Development Strategy, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/departmental-sustainable-development-strategy-2023to2027.html>
- xix. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xx Indigenous Services Canada, <https://services.sac-isc.gc.ca/REA-IBD>