

# Royal Canadian Mounted Police

## 2024-25

### Departmental Plan



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



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# The Royal Canadian Mounted Police’s 2024-25 Departmental plan at a glance

A departmental plan describes a department’s priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d’etre and operating context](#)
- [Minister’s mandate letter](#)

[\[Read the full departmental plan\]](#)

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## Key priorities

- Recruiting and retaining a skilled and diverse workforce
- Ensuring a healthy and inclusive culture
- Supporting excellence in operations

## 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. As part of meeting this commitment, the Royal Canadian Mounted Police is planning the following spending reductions.

2024-25	2025-26	2026-27	2027-28	2028-29	Ongoing
24,811,546	31,401,484	33,724,610	39,709,990	42,625,325	41,736,500

The RCMP will reduce spending by \$41.7 million on an ongoing basis annually. This includes efficiencies and reduced capacity in the following areas:

- International Peacekeeping and Peace Operations to align more closely with anticipated operations in the future
- efficiencies in learning and training functions through the rationalization of its operations across the country
- efficiencies in the management of RCMP accommodations
- reduced capacity in various Internal Services functions and in operational and administrative support functions for front-line policing
- reduced Travel and Professional Services spending across its programs

The majority of the RCMP’s travel and professional services spending is non-discretionary in nature as it is in direct support of police operations.

Travel reductions will focus on minimizing discretionary travel within the organization and maximizing the use of virtual technologies. These reductions will however, directly impact operational travel within the Federal Policing mandate and the RCMP will reduce in areas that are least crucial to fulfilling its mandate.

Professional services reductions will focus on decreased spending on law enforcement agencies supporting investigations, as well as decreases in other business services and management consultants.

Efforts will be made to minimize reductions to Protective Policing travel, as well as travel and professional services spending supporting the delivery of front-line Contract Policing services. Limiting reductions in these areas are in an effort to maintain existing protection of elected officials and dignitaries, as well as to meet obligations under the Police Services Agreements with provinces, territories, municipalities, and Indigenous communities.

## Highlights

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.

### Federal Policing

*Departmental results:*

- Canada and Canadian interests are safe and secure against serious and complex criminal threats
- Canada's most fundamental democratic and social institutions are secured through ensuring safety and security of protected persons, sites, government-led events and Canadian air carriers

*Planned spending:* \$1,142,660,730

*Planned human resources:* 5,053

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, cyber-crime, 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. Highlights of our 2024-25 plans include:

- Working with both domestic and international partners, as well as public and private stakeholders, to effectively collaborate and counter foreign actor activity threats posed in Canada
- Developing and implementing a national strategy to enhance the skills of police personnel with respect to the threat of ideologically motivated violent extremism
- Focusing on disrupting transnational serious and organized crime enablers that exploit vulnerabilities across the global supply chain to move illegal goods and commodities in and out of Canada
- Developing and implementing innovative, targeted human resources approaches, to enhance recruitment and training for the specialized federal mandate
- Advancing equity, diversity and inclusion, and prioritizing employee well-being through revisions to pre-deployment training for personnel deployed to international peace operations, and by incorporating GBA Plus practices into assessments, reporting tools, documents, and processes
- Assessing the current suite of tools and technologies to identify gaps, redundancies and inefficiencies so that future upgrades improve data foundations, efficiency, and functional capacity

More information about [Federal Policing](#) can be found in the full departmental plan.

## Specialized Policing Services

*Departmental result:*

- Modern specialized police services and technologies support law enforcement and the public

*Planned spending:* \$697,998,977

*Planned human resources:* 4,193

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. Highlights of our 2024-25 plans include:

- Continuing to innovate to deliver advanced policing services that address the evolving nature of crime. Four distinct priorities are at the heart of activities and initiatives in the years ahead, namely: employee development; service delivery to clients; outreach and awareness; and sustainability.
- Continuing to prioritize the health and wellness of its employees, and the RCMP as a whole. Evidence-based strategies and training sessions will be offered throughout the year to support resiliency and personal growth.
- In support of the horizontal initiative “Implementing the Federal framework to address the legacy of residential schools,” the National Centre for Missing Persons and Unidentified Remains will liaise with Indigenous communities on the implementation of tailored support services and initiatives to address operational gaps, as well as initiating and monitoring new programs within communities to assist law enforcement with missing persons and unidentified remains investigations.
- Specialized Technical Investigative Services, through its National Technology Onboarding Program, will establish new procedures related to the use of operational technologies that are primarily intended to use or collect personal information for investigative or intelligence purposes.
  - The Program will continually evaluate collection techniques to ensure privacy legislation is respected, and will provide operational guidance to all areas of the RCMP to ensure data and personal information are used effectively and responsibly.
  - Highest priority will be given to novel operational technologies that collect, use, and/or retain personal information, are privacy intrusive, or contain Artificial Intelligence.

More information about [Specialized Policing Services](#) can be found in the full departmental plan.

## Contract and Indigenous Policing

*Departmental results:*

- The RCMP provides modern contract policing services
- Improved relationships with and outcomes for Indigenous people

*Planned spending: \$2,288,328,129*

*Planned human resources: 18,816*

Under the Police Service Agreements, the RCMP provides policing services to the provinces (except Ontario and Quebec) and territories, as well as municipalities and Indigenous communities including through the First Nations Policing Program. These services include the general administration of justice, consisting of the preservation of the peace, prevention of crime, and fulfilment of all duties as outlined under the laws of Canada or the laws of respective provinces and territories. Highlights of our 2024-25 plans include:

- Undertaking a public consultation on the RCMP's use of body-worn cameras via a public opinion survey to seek input from the communities the RCMP serves and create a feedback loop to inform improvements to policy, training, procedures, and awareness
- An annual report on police interventions will be released in 2024-25 as part of the RCMP's ongoing commitment to promote trust, transparency and accountability
- Crisis intervention and de-escalation training for RCMP members will continue to be reviewed and strengthened to reflect current best practices and national minimum standards on police use of force, including thresholds for use, restrictions/prohibitions, and requirements (such as reporting, medical aftercare) will be established using evidence-based best practices
- Leading a survey of police agencies examining their adoption of crisis intervention and de-escalation training to both provide a summary of current programs and to highlight best practices
- Continuing to acquire and deploy modern safety intervention equipment to front-line officers in an effort to enhance community safety, as part of its Modernization Strategy for Public and Police Safety Intervention Equipment
- Supporting investments such as modernizing police intervention equipment and training to increase police officer de-escalation options, knowledge, skills and abilities, while advancing national standards for crisis intervention to enhance police capability to effectively respond to persons in crisis and safely de-escalate and resolve conflicts
- In collaboration with the Canadian Association of Chiefs of Police Use of Force Advisory Committee, the RCMP will develop a report outlining industry standards, highlight evidence and best/promising practices, and provide a summary of current de-escalation training programs, industry standards and national-intervention-specific guidelines or model policies that could both be shared with agencies and/or endorsed by the Canadian Association of Chiefs of Police

More information about [Contract and Indigenous Policing](#) can be found in the full departmental plan.

# Royal Canadian Mounted Police 2024-25 Departmental plan

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## From the Minister



The Honourable Dominic LeBlanc, P.C., K.C., M.P.

Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs

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 Plan for the 2024-25 fiscal year.

The RCMP is a complex and multi-faceted organization that provides a wide range of policing services to keep Canada safe. It has a diverse local, federal and international mandate for preventing and disrupting crime, enforcing the law and international peacekeeping. It is the police of jurisdiction covering 75% of Canada, through over 700 detachments that serve 150 municipalities, more than 600 Indigenous

communities, and many small and isolated locations, via contracts and community tripartite agreements, such as the First Nations and Inuit Policing Program.

It carries out Federal Policing activities in every Province and Territory in Canada, and internationally. The RCMP's work in this area includes: addressing threats to national security, transnational and serious organized crime, security of Canada's border, and the security of significant government-led events and designated officials and dignitaries.

The RCMP uses modern tools and technologies to provide critical front-line support to our own police operations, and those of our partners, in areas such as forensic analyses, firearms, criminal records, advanced police technologies, combatting child sexual exploitation and locating missing persons.

Work in 2024-25 will seek to build on the significant progress already made to provide modern policing services that respond to a constantly evolving threat landscape, and to transform the organization's culture to strengthen trust and confidence. Some highlights will focus on the RCMP's key priorities of workplace culture, recruitment and retention, and pursuing the operational excellence that Canadians expect.

The RCMP recognizes that the criminal landscape continues to evolve as new tools and technologies become increasingly available, changing the way crimes occur and the complexity of subsequent investigations. To keep pace with the ever-changing landscape, the RCMP must evolve and modernize its tools and the technologies relied on that are critical for the effective completion of its mandate. The recent Special Report on the Federal Policing Mandate by the National Security and Intelligence Committee of Parliamentarians reinforced the need for changes, including updating technology where required, enhancing law enforcement access to tools and databases, and improving collaboration with partners.

With a focus on security at home and abroad, the Cybercrime Action Plan will be finalized in 2024-25, through which the RCMP will work closely with domestic and international partners towards the identification, disruption, and prosecution of criminals who develop malware, provide cybercrime services and infrastructure, and facilitate victimization against critical infrastructure. The RCMP will also implement the National Cybercrime Fraud Reporting System and develop strategies to respond to the increased use of cryptocurrency in criminal investigations.

A skilled and diverse workforce is essential to provide high quality and modern policing services. The RCMP will continue to streamline recruitment processing times and enhance processes to ensure diversity in application processes and new hires. In parallel, the RCMP will continue its work with the Canadian Association of Chiefs of Police to establish national minimum standards on use of force and continue to review best practices for de-escalation training.

The RCMP will work with its partners to counter criminal elements, ensure that Canada's democracy is free from foreign interference, and will coordinate protective services as required.

Work will continue on the implementation of the RCMP's National Reconciliation Pathway to foster respectful, trusting relationships with Indigenous Peoples, communities and employees through engagement, collaboration, and consultation.

Efforts to implement Race-Based Data Collection continue across the RCMP to address disparate and disproportional policing outcomes for Indigenous, Black and racialized groups. This work involves engaging diverse community groups that will be affected by the initiative, to ensure success and build



trust. In 2022, the RCMP received federal funding for various efforts to address these issues within the organization, including the implementation of Race-Based Data Collection pilot program, which launched in 2024 and plans to add Burnaby (E Division), Wood Buffalo/Fort McMurray (K Division), Thompson (D Division), Whitehorse (M Division), and Nova Scotia (H Division). The evidence-based solutions it provides will empower the RCMP to better engage and serve communities by being accountable and transparent. The RCMP invites the people of Canada to follow along in their [progress](#).

The RCMP's work will continue to be informed by advice and guidance from external experts on the Management Advisory Board for the RCMP.

Additionally, work to address the findings of the Mass Casualty Commission will contribute to ongoing reform at the RCMP, in terms of both operations and culture. The RCMP will take a holistic, organization-wide approach to addressing the recommendations, which will support important reforms at the RCMP – from how it prepares for and responds to critical incidents, to how it supports the broader response to gender-based and intimate partner violence – and will help to rebuild the trust of Nova Scotians, and the Canadian public at large.

We have a lot of important work to do over the coming year. I invite you to read this plan for more details on the priorities of the RCMP and the results to be realized. I look forward to working with the dedicated employees of the organization to achieve our commitments and to strengthen the trust and confidence of the people we serve.

## Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Federal Policing](#)
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### Federal Policing

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#### *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, cyber-crime, 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.

*Quality of life impacts*

Federal Policing contributes to the Prosperity and Good Governance pillars of the Quality of Life Framework for Canada. Specifically, in support of the Framework, Federal Policing will continue to:

- address national security threats to ensure the personal safety and security of the public
- combat financial crimes and corruption, which promotes economic stability by protecting individuals and businesses from financial losses
- combat cybercrime to foster a safer digital environment, contributing to economic security and financial well-being
- identify the highest criminal threats faced by Canada and its people, including the protection of Canada’s democracy and institutions, contributing to increased confidence in these institutions
- ensure the security of protected people and Government-led events, supporting Canada’s place in the world
- ensure the integrity of Canada’s borders to maintain the nation’s sovereignty and prevent illegal activities that jeopardize Canada’s safety and security
- target transnational organized crime to uphold the rule of law and protect public safety and security
- represent and promote Canada and its interests abroad to strengthen the rule of law globally and to increase police-to-police cooperation, contributing to Canada’s place in the world as a supporter of democracy and strong public institutions

*Results and targets*

The following tables show, for each departmental result related to Federal Policing, 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  
Canada and Canadian interests are safe and secure against serious and complex criminal threats

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Percentage of cleared Federal Policing-led files that were cleared by charge	Not available as this indicator was introduced in 2023-24	Not available as this indicator was introduced in 2023-24	Not available as this indicator was introduced in 2023-24	TBD	March 31, 2025
Degree to which Federal Policing disrupted criminal activities and networks domestically and abroad	Not available as this indicator was	Not available as this indicator was	Not available as this indicator was	At least 3, (using a 4-	March 31, 2025

	introduced in 2023-24	introduced in 2023-24	introduced in 2023-24	point scale)	
Percentage of Policing Partners and Stakeholders who agree that the RCMP is effectively responding to National Security, Transnational and Serious Organized Crime, and Cybercrime threats	62%	59%	57%	75%	March 31, 2025

Table 2: Indicators, results and targets for departmental result  
 Canada’s most fundamental democratic and social institutions are secured through ensuring safety and security of protected persons, sites, government-led events and Canadian air carriers

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Percentage of Federal Policing Partners and Stakeholders who agree with the statement, “Protective Operations contribute to keeping the public and Canadian Interests safe”	Not available as this indicator was introduced in 2023-24	Not available as this indicator was introduced in 2023-24	80%	85%	March 31, 2025

The financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase](#).

*Plans to achieve results*

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

**Federal Policing Investigations**

**National Security**

In the area of national security, the RCMP will continue to:

- identify, prevent, investigate, and disrupt the most significant threats to the security of Canada, including domestic extremism, ideologically motivated violent extremism, religiously motivated violent extremism, and politically motivated violent extremism, foreign actor interference, threats to our critical infrastructure, insider threats, and terrorist activity
- develop and implement a national strategy to enhance the education of our partners and our police jurisdictions, leading to an increased understanding of the threat of ideologically motivated violent extremism
- work with both domestic and international partners, as well as public and private stakeholders, to effectively collaborate and counter foreign actor activity threats posed in Canada
- counter hostile activities by state actors, by investigating criminal offences related to foreign interference, including those targeting Canada's democratic institutions and processes

- improve and enhance the recruitment and retention of national security personnel and continue efforts to support the acquisition and development of the specific skillsets required to ensure the RCMP continually adapts to the changing nature of crime
- increase the resourcing levels in Federal Policing National Security and also in the divisional Integrated National Security Enforcement Teams and National Security Enforcement Sections
- generate operational intelligence of the threats facing the security of Canada to inform strategic decision-making across Federal Policing National Security
- leverage key relationships to identify additional methods to enhance our understanding and ability to operationalize intelligence in order to advance national security criminal investigations

### **Transnational and Serious Organized Crime**

In the area of transnational and serious organized crime, the RCMP will continue to:

- work with domestic and international government and law enforcement partners to address and disrupt the flow and/or domestic production of opioids, non-opioids and precursor chemicals, both within and outside of Canada
- coordinate domestic law enforcement actions and support international partners in their enforcement activities against the threat of Hardened Secure Communications, which enable sophisticated criminal organizations to communicate via secure channels to evade police interception and legal jurisdictions in Canada
- develop organizational expertise, investigative standards, and common practices to successfully disrupt communications of transnational criminal networks
- focus on disrupting transnational serious and organized crime enablers that exploit vulnerabilities across the global supply chain to move illegal goods and commodities in and out of Canada

### **Cybercrime**

The RCMP will finalize the Cybercrime Action Plan to better align the approach and actions with domestic and international partners, including the Five Eyes Law Enforcement Group on activities against high value targets and high-level cyber threats that have an international impact.

Through the Cybercrime Action Plan, Federal Policing will work closely with domestic and international partners towards the identification, disruption, and prosecution of criminals who develop malware, provide cybercrime services and infrastructure, and facilitate victimization against critical infrastructure, including foreign actors and advanced persistent threats.

### **Covert Operations and Data Analytics**

To support federal investigations and those who contribute to them, RCMP Covert Operations and Data Analytics will continue to:

- provide oversight around the use of the internet for the collection of open source intelligence and criminal investigations and continue to develop the Open Source Program and its relevant policies and training
- review, analyze and interpret complex data through the use of hardware and software tools by highly specialized personnel, including by enhancing analytical platforms and Data Operations Tactical Sciences

## **Financial Crime**

In the area of financial crime, the RCMP will continue to:

- solidify partnerships with anti-money laundering regime partners and the private sector to identify operational responses against the most serious money laundering threats in Canada
- enhance its capability through the hiring of new regular members and civilian analysts, to increase both intelligence and sanction evasion investigations. This will increase support of the enforcement of potential *Special Economic Measures Act* actions, as informed by Global Affairs Canada
- enhance partnerships with provincial Securities Commissions to work together in protecting investors from fraudulent practices with an increased focus on online investment fraud
- develop strategies to respond to the increased use of cryptocurrency in criminal investigations, assess the RCMP's ability to address serious fraud, and examine ways to include components of asset recovery in financial crime investigations

## **Border Integrity**

In the area of border integrity, the RCMP will continue to:

- further enhance situational awareness and strategic intelligence capabilities through enhanced reporting by leveraging the Enterprise Geographic Information System to strengthen understanding of the national threat environment and maintain active awareness and oversight of operational and enforcement responses. This work will improve awareness of cross-border trafficking and smuggling of people and priority commodities (such as firearms), and will define border integrity roles and responsibilities for air, land, maritime, and Arctic domains
- lead the National Arctic Working Group in coordinating and overseeing RCMP initiatives in the Arctic through the identification of strategic and operational objectives within this space, and furthering the RCMP's role to advance reconciliation in the North
- strengthen strategic and operational cooperation with border integrity partners from Canada, the United States, and other countries to identify common priorities and threats, to enhance technological capabilities and tactical partnership-based programs, to support intelligence-led policing, and to engage in agreements and best practices to prevent, disrupt, and respond to these threats

## **Federal Policing Intelligence**

The Federal Policing Intelligence Program will continue to enhance the RCMP's ability to disrupt and prevent transnational and serious criminal threats affecting Canada by collecting, assessing, producing, and disseminating criminal intelligence and information in support of decision-making and operations.

The RCMP will continue to:

- establish and advance governance processes to support the effective management of the Federal Policing Intelligence Program in order to ensure Federal Policing operational priorities are intelligence-led and supported by a national approach to establishing intelligence priorities
- collaborate with internal and external partners to develop intelligence on high-priority criminal threats and in support of Government of Canada Horizontal Initiatives and commitments
- invest in strengthening and enhancing domestic and international partnerships to share and deconflict information

- promote bilateral and multilateral operational effectiveness and intelligence capability by expanding domestic and international networks in order to augment the collection of information available through existing sources to enable more fulsome intelligence products
- contribute to the development, implementation, and communication of national standards and renewed policies to augment, expand, and optimize Federal Policing's intelligence capabilities

### **Federal Policing National Governance**

Federal Policing National Governance plays a pivotal role in ensuring that Federal Policing is properly resourced, well-equipped, managed effectively and efficiently, and strategically positioned to fulfill its national and international commitments. The program will continue to support Federal Policing operations and administration while driving transformative change, by:

- working towards a full realignment of Federal Policing's resources to better align capacity with the highest threats, and to prioritize existing and emerging threats to maximum effect
- collaborating with internal and external stakeholders, including Federal Policing operations, and international partners and experts to develop and implement innovative, targeted human resources approaches to enhance recruitment and training for Federal Policing's unique needs
- improving the availability and use of performance measurement data across Federal Policing by seeking opportunities to invest in dedicated enterprise solutions for information management and to connect performance indicators with outcomes, to ensure that management decisions are guided by evidence and forward-looking strategic advice

### **International Operations**

Federal Policing International Operations works to protect Canada from transnational threats beyond our borders and to advance Canadian policing interests globally, while continuing to maintain the duty of care of deployed personnel. International Operations will continue to:

- work in partnership with RCMP program areas towards the development of new specialist capabilities abroad in an increasingly complex geopolitical landscape to achieve our objectives through a combination of reach, visibility, and influence
- support Haitian authorities in their efforts to resolve that country's ongoing security crisis
- support the delivery of training and train-the-trainer programs in both Jamaica and in Haiti, as the security situation permits
- advance the meaningful participation and leadership of women and gender-diverse people in the security sector to align with Canada's feminist foreign assistance policy, and Canada's National Action Plan on Women Peace and Security

**Planned Result: Canada's most fundamental democratic and social institutions are secured through ensuring safety and security of protected persons, sites, government-led events and Canadian air carriers**

### **Protective Operations**

The RCMP delivers protective policing for significant government-led events, designated sites, and for persons identified in the RCMP regulations and/or those designated by the Minister of Public Safety.

Protective Policing is comprised of three RCMP programs: Protective Services; the Canadian Air Carrier Protective Program; and, the Major Events Coordination Centre. The Program will continue to modernize its protective operations by:

- continuing to provide specially trained RCMP officers onboard selected Canadian-registered aircraft
- establishing the Major Event Coordination Centre, which will:
  - oversee the planning, operational delivery, and close-out of designated major events where the RCMP is the lead federal security agency and the Major International Event Security Costing Framework is invoked
  - implement an appropriately scaled Integrated Security Unit with security stakeholders from all levels of government for designated major events
  - assist local police services to set up their own Integrated Security Unit for unplanned events, including providing guidance and support in logistics, mobilization of resources and the coordination of information sharing

### **Innovation**

Federal Policing is committed to building and maintaining specialized investigative capacity that is responsive to its evolving operating environment. To improve the efficiency and effectiveness of its investigations, Federal Policing is taking innovative approaches to recruiting, training and retaining a diverse and skilled workforce.

Federal Policing is supporting the enhancement of International Operations and the health and wellbeing of police personnel deployed overseas. A formalized reintegration process for deployed members returning from peace missions will be developed in 2024-25. In addition, enhancements to tracking post-mission wellness levels will assist in assessing the long-term effects of peacekeeping deployments.

As part of its modernization and transformation efforts, Federal Policing Investigations will implement several external review recommendations, making improvements to the National Security training regime.

New governance structures and intelligence initiatives for the Intelligence Analysts and Intelligence Officer career paths, will be developed to increase the effectiveness and efficiency of intelligence analytical standards within the Federal Policing Intelligence program.

International Special Services will pilot a new approach to allow eligible RCMP employees to remain in the RCMP workforce while accompanying their spouse on international deployments. The International Telework Framework for employees accompanying their spouses on foreign postings will enable the RCMP to keep trained, qualified employees engaged in the workforce at a time where recruitment and attrition are major human resourcing challenges. This will directly contribute to the RCMP's recruitment key priority, and Federal Policing's modernization agenda, which includes efforts to transform the human resource model through new approaches to recruitment, training, and retention.

The Border Integrity Program will modernize operational, intelligence, and analysis reporting and coordination tools (for example, the Enterprise Geographic Information System) in order to increase awareness of criminal activities occurring across the Canada-U.S. border. This will allow RCMP Divisions to better assess threats, link criminal actors, and generate maps of high-risk areas.

Federal Policing Criminal Operations Financial Crime will enhance expertise in the area of complex capital market investigations with the recruitment of Criminal Civilian Investigators with specialized industry expertise and skillsets.

The Witness Protection Program will implement various initiatives to further improve its service to protected persons, such as new technologies to enhance safe and effective communication.

Within the RCMP's broader modernization, transformation, and recruitment efforts, Federal Policing Strategic Management will lead the implementation of new strategies to improve resource capacity in an attempt to meet existing and future staffing pressures. This innovative approach to recruitment will attract candidates with the specific skills and characteristics needed for the complex Federal Policing mandate.

#### *Key risks*

Federal Policing faces several different risks and challenges in delivering on its mandate, including:

- Evolving threats: Criminal and national security threats are constantly evolving and adapting to new technologies and tactics, making it challenging for law enforcement to keep pace, which requires Federal Policing to continually upgrade capabilities
- Resource constraints: adequate resources, financial and human, are crucial for effectively addressing complex federal-level crimes. Thus, insufficient resources hinder Federal Policing's ability to investigate and respond to emerging threats
- Legal and jurisdictional complexity: Federal Policing navigates complex legal frameworks and jurisdictional boundaries, both within Canada and internationally, which complicates investigations and prosecutions
- Diplomatic complexities: Most criminal threats have international dimensions. Coordination with foreign law enforcement agencies and navigating diplomatic complexities can be challenging. Managing relationships with foreign governments is critical for addressing transnational threats effectively

The National Security and Intelligence Committee of Parliamentarian's 2023 [Special Report on the Federal Policing Mandate of the Royal Canadian Mounted Police](#) identified four broad challenges. Three of these pertain specifically to Federal Policing:

- Governance and prioritization of Federal Policing national activities and investigations
- Data, prioritization and intelligence
- Recruitment and training

Challenges associated with consistent data across Federal Policing, and the availability of quality data and analytics available for decision-making, persist. Additional work is required to ensure that Federal Policing's information is centrally coordinated, consistent, complete and accurate to better support the effectiveness of tactical, operational and strategic decision-making.

Improvements in this area will enable appropriate governance and prioritization of Federal Policing's activities and investigations and improve its ability to prioritize and track ongoing investigations and expenditures.

Federal Policing is also facing ongoing recruitment and training challenges. Resource levels and difficulties recruiting and retaining highly skilled and in-demand personnel have resulted in a reduction



in the number of Federal Policing regular members. Attracting experts in areas such as cybersecurity, data science, and financial crime in a competitive employment landscape continues to be a significant challenge.

*Snapshot of planned resources in 2024-25*

- Planned spending: \$ 1,142,660,730
- Planned full-time resources: 5,053

*Related government priorities*

Gender-based analysis plus

In support of the RCMP Equity, Diversity and Inclusion Strategy, Federal Policing will continue to roll out its Equity, Diversity and Inclusion Action Plan and advance the following GBA Plus initiatives:

- Incorporate GBA Plus considerations, best practices and lessons learned to committee and staffing selection processes, as well as talent management and succession planning processes, to ensure a bias-free environment and implement strategies and diversify approaches, methods and outreach materials to attract diverse applicants
  - these include the development of bias-free FP recruitment material promoting the organization's diversity through portraying different gender and ethnic groups
- Work with Business Intelligence and Transformation on collecting Diversity and Employment Equity information to analyze available disaggregated data as part of staffing processes to apply an intersectional approach in the future, to assess potential effects on candidates' selections based on their identity factors and identify challenges in hiring from diverse groups
- Promote and provide access to diversity and GBA Plus awareness training and self-assessment and feedback tools
- Continuously review and modernize training and selection processes to maintain high standards of training delivery and to ensure consistency with Equity, Diversity and Inclusion and GBA Plus principles
- The Covert Operations Advisory Committee will help steer future changes in the program and ensure that it is actively listening and responding to the needs of program personnel, and gathering information about program personnel to assist efforts towards reducing barriers and improving the inclusivity of the Covert Operations branch
- Continue to develop and implement processes in the International Policing Peacekeeping and Peace Operations Program to ensure future reporting and assessment tools include Women, Peace, and Security principles and gender perspectives.
- Continue to directly support Women, Peace, and Security principles while serving on international peace operations by preventing and responding to sexual and gender-based violence, as well as advancing gender equality, such as through:
  - the integration of the principles into pre-deployment training for all Canadian personnel deployed to international peace operations
  - the inclusion of GBA Plus practices into assessments, reporting tools, documents and processes

- the enhancement of the International Policing Peacekeeping and Peace Operations program selection process to actively recruit and select women for service in international operations missions
- All future deploying personnel will participate in pre-deployment training, which includes topics on gender roles, gender mainstreaming, international instruments, the Women, Peace, and Security Agenda, and RCMP targets related to international deployments. The RCMP International Policing Peacekeeping and Peace Operations Program will continue to recognize, support and promote Canadian women holding senior, strategic positions within peace operations
- In 2024-25, the Canadian Police Agreement will deploy a police officer expert to the Office of the Special Coordinator on improving the United Nations (UN) response to Sexual Exploitation and Abuse, located at the UN headquarters in New York. The officer will be part of an integrated team of UN staff and subject matter experts that will analyse, develop, and implement system-wide measures to address sexual exploitation and abuse, with a focus on the peacekeeping environment
- The Witness Protection Program applies GBA Plus as part of its protectee admission process. During the year, each protectee will undergo a series of assessments, and the program will create a plan to address their safety, security, and unique needs. Furthermore, the program will continue its targeted staffing efforts to employ personnel from diverse backgrounds and experiences to better reflect the changing needs of the program and the environment in which it operates

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

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

The RCMP's International Policing Peacekeeping and Peace Operations Program will contribute to the development and implementation of a third iteration of the Canadian National Action Plan on Women, Peace, and Security. In doing so, the RCMP will promote the rule of law and help to build inclusive and accountable institutions in fragile and conflict affected states. The program will deploy a diverse cadre of personnel on missions, with a goal to meet or exceed the UN-established target of 30% for the participation of women police officers in international peace operations by 2028.

The International Policing Peacekeeping and Peace Operations Program will work to address the transnational scope of crime by building and strengthening relationships with policing partners all over the world, such as by continued participation in the INTERPOL and Europol global information sharing networks.

The program will support global peace and security by actively contributing to peace operations in multiple missions abroad through the Canadian Police Arrangement, including by providing support to nations at risk by helping to build their law enforcement capacity.

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

The RCMP's International Policing Peacekeeping and Peace Operations Program will deploy police instructors to the UN's All-Female Pre-Selection Assistance and Assessment training projects. These projects are aimed at helping increase the number of women police officers from these countries who

are selected to serve on UN peacekeeping missions by preparing candidates to meet UN testing requirements.

*Sustainable Development Goal #3: Ensure healthy lives and promote well-being for all at all ages.*

Federal Policing will support the prevention of substance abuse, including narcotic drug abuse by:

- collaborating with the Ontario Provincial Police to implement the Canadian Integrated Response to Organized Crime's Focus on the Fentanyl Strategy, to reduce the supply and harms of fentanyl in Canadian communities
- supporting the Canadian Drugs and Substances Strategy, through the implementation of initiatives related to opioids, non-opioids, precursors, and Clandestine Laboratory Enforcement and Response teams

More information on the RCMP's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

*Program inventory*

Federal Policing is supported by the following programs in the program inventory:

- Federal Policing Investigations
- Federal Policing Intelligence
- Protective Operations
- International Operations
- Federal Policing National Governance

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

## Specialized Policing Services

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)
- [Program inventory](#)

### *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.

### *Quality of life impacts*

Specialized Policing Services contributes to the Good Governance pillar of the Quality of Life Framework for Canada. Specifically, in support of the Framework, Specialized Policing Services will:

- strengthen trust, transparency and accountability between police and the public, and improve the timely resolution of public complaints through the Body Worn Cameras and Digital Evidence Management Project. These efforts will support good governance, along with measures related to personal safety and access to fair and equal justice.
- continue to implement the National Cybercrime Solution, with full operating capability expected in 2024-25. The Solution will include a public reporting website which will also improve understanding of the nature and extent of cybercrime and fraud, contributing to public safety and security, and economic security.
- collaborate with police and non-police partner agencies to support a multidisciplinary approach to mass causality/disaster victim identification training, ultimately assisting families and communities in recovering from mass trauma and the mental health consequences of large-scale unexpected events.
- expand partnerships, capacity, and submissions to the Canadian Integrated Ballistics Identification Network to help correlate cases and provide timely investigative leads to front-line investigators to address gun crime and improve community safety and security.
- develop an escalation model within the firearms licensing regime for complex cases where mental health concerns are identified during the eligibility screening process, contributing to public safety and security.

### *Results and targets*

The following tables show, for each departmental result related to Specialized Policing Services, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 3: Indicators, results and targets for departmental result  
Modern specialized police services and technologies support law enforcement and the public

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Percentage of forensic laboratory service requests completed within target time, by program:					
Biology	51%	62%	56%	80%	March 31, 2025

Toxicology	50%	33%	36%	80%	March 31, 2025
Firearms and Toolmark Identification	66%	82%	86%	80%	March 31, 2025
National Anti-Counterfeiting Bureau	91%	98%	61%	80%	March 31, 2025
Trace Evidence	68%	84%	65%	80%	March 31, 2025
Percentage of Policing Partners and Stakeholders who strongly agree or agree with the statement “Overall, the RCMP provides high quality scientific, technical, and investigative services”	71%	69%	65%	80%	March 31, 2025
Percentage of National Cybercrime Coordination Unit (NC3) law enforcement partners who agree with the statement “My organization is satisfied with the assistance or investigational support provided by the NC3 and the Canadian Anti-Fraud Centre”	Not available	72%	68%	80%	March 31, 2025

The financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase](#).

*Plans to achieve results*

**Planned Result: Modern specialized police services and technologies support law enforcement and the public**

**Canadian Firearms Investigative and Enforcement Services**

Canadian Firearms Investigative and Enforcement Services will support and strengthen the ability of law enforcement and criminal justice partners to combat the smuggling, trafficking, and misuse of firearms. In 2024-25, the Program will conduct outreach activities, deliver targeted workshops and host a national training school for domestic and international law enforcement partners and prosecutors to:

- increase knowledge of the proliferation, trends and rapidly changing technology in illegally manufactured 3D-printed firearms
- raise awareness, through direct outreach to police of jurisdiction, of the value of firearms tracing to better support intelligence gathering and to advance frontline investigations
- share intelligence and training, through working groups and other fora, with internal and domestic partners, on the use of cryptocurrencies and their role in illicit firearms and parts trafficking
- develop tools for investigators to use when applying to the court for a production order or search warrant in support of firearms trafficking investigations to simplify and strengthen this process

**Canadian Firearms Licensing and Registration**

Canadian Firearms Licensing and Registration is committed to enhancing public safety and reducing the

risk of harm from the misuse of firearms. Consistent, national regulatory processes will continue to be developed and implemented across Canada to streamline client services for individual firearm owners, as well as businesses. The Program will migrate existing paper-based and online individual and business services to a new platform that will improve user experiences and automate certain client-facing services. Lastly, the Program will develop national training standards, which will feature bi-annual refresher training for employees of the Canadian Firearms Program.

### **Criminal Intelligence Service Canada**

Criminal Intelligence Service Canada will provide timely, relevant, and accurate intelligence, as well as in-depth analysis of organized crime-related issues and criminal markets, to further inform decision-making by the law enforcement community. During the reporting period, the Program will focus on: ensuring actionable intelligence is provided to decision-makers; enhancing collaboration with partners; and expanding early warning processes for criminal threats.

In support of these outcomes, Criminal Intelligence Service Canada will strengthen the integrated threat assessment process, refine the quality of its assessments related to the effects of organized crime, and increase visual representations of data in intelligence products. The Program will also continue to build a new data platform to manage intelligence related to serious and organized crime. Workflows will be enhanced and automated to bolster data collection and analysis, which will include the application of modern equity, diversity, and inclusion principles through the use of gender and race categories to describe individuals. These modernized information management features will also improve security and further encourage data collection.

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

In 2024-25, Forensic Science and Identification Services will enhance law enforcement tools and improve processes to provide timely forensic science and identification services. In support of these outcomes, the Program will:

- implement a client portal for electronic service requests within the Laboratory Information Management System within National Forensic Laboratory Services, which will improve response times and streamline information sharing with clients
- validate, acquire, and onboard new technology, instrumentation and modernized workflows to advance more efficient and meaningful forensic laboratory analysis in support of criminal and humanitarian investigations
- explore and advance new technologies such as the transfer of camera images over wifi, as well as vacuum metal deposition, a newer fingerprint technology, to improve workflows and increase efficiencies in the area of forensic identification services

Taken together, these initiatives will have meaningful effects on service delivery standards for clients across Canada.

### **Canadian Police College**

In 2024-25, the Canadian Police College will improve access to advanced and specialized knowledge, skills, and leadership development for municipal, provincial, Indigenous and federal police services across Canada. With implementation of its digital strategy, the College will:

- integrate a digital learning platform with enhanced capabilities to support online learning, thereby increasing connectivity between learners and subject matter experts and providing more distance learning opportunities
- increase the inclusivity and diversity of its workforce to meet evolving organizational needs
- maintain robust standards to deliver training that encourages cultural competence in support of reconciliation
- modernize campus facilities using infrastructure and technical designs to enhance overall client experience and accessibility
- promote financial sustainability by applying a cost-recovery model that remains consistent and competitive with police training trends and demand

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

In 2024-25, Sensitive and Specialized Investigative Services will focus on enhancing law enforcement access to tools and databases, improving collaboration with partners, implementing outreach initiatives to support Indigenous communities, and strengthening the capabilities and capacities of its workforce.

In support of these outcomes, the National Child Exploitation Crime Centre will:

- identify offenders and support criminal justice outcomes
- reduce the vulnerability of children to online sexual exploitation by identifying victimized children
- gather and share intelligence to provide support to policing partners and strengthen the capacity of municipal, territorial, provincial, federal, and international police services
- engage in operationally relevant research to support and advance investigations
- develop and deploy technological innovations and specialized investigative techniques to respond to the ever-changing technological landscape
- contribute intelligence to INTERPOL's International Child Sexual Exploitation Database and advance joint efforts with domestic and international partners in recognition of the borderless nature of this kind of crime

### **Specialized Technical Investigative Services**

Specialized Technical Investigative Services will improve its ability to obtain digital evidence, as well as evidence gathered by physical and electronic surveillance, in a lawful and Charter-compliant manner. In 2024-25, Technical and Investigative Services will continue to address capability gaps, modernize its infrastructure, and invest in the development of applied solutions to address the evolving nature of criminality and rapid changes in technology. In addition, the Program will update its policies and ensure continual compliance across the organization, while also providing advice, training, reporting, and research and development on emerging trends and operational responses to internal and external law enforcement agencies and partners.

Similarly, Chemical, Biological, Radiological, Nuclear and Explosives Operations will provide advice, training, reporting, and research and development on emerging trends and operational responses to first responders and law enforcement partners. This will support its ability to respond to incidents anywhere in Canada where there are national security-related chemical, biological, radiological, nuclear, or explosive threats.

During the reporting period, Specialized Technical Investigative Services will enhance its capabilities to support operations with the implementation of the Counter Uncrewed Aerial System program. This will support Federal Policing Protective Operations by using technical countermeasures systems to respond to threats posed by the malicious use of drones. Vulnerabilities exposed by the rising number of drones flying in or near restricted airspace, near public events, and near key critical infrastructure, along with malicious uses of these technologies, requires dedicated resources to address this security threat.

Lastly, the Air Services Program will initiate its existing fleet rehabilitation strategy to maintain safe and effective air operations. In 2024-25, the Program will: identify acquisition strategies for select aircraft, as well as work with provincial and territorial partners to seek investment approvals to replace those aircraft that have exceeded their useful lives. Taken together, these efforts will help ensure the continued success of airborne law enforcement operations all while prioritizing safety and sustainability.

### **National Cybercrime Coordination Unit**

Central to its core mandate, the National Cybercrime Coordination Unit will enable Canadian law enforcement to reduce the threat, victimization, and effects of cybercrime on the public. In 2024-25, the Program will:

- support domestic and multinational cybercrime investigations by providing intelligence analysis, operational coordination and support, and internationally deployed resources
- engage in cybercrime prevention initiatives with domestic and international partners to raise awareness and protect Canadian organizations from cybercrime
- reduce harm to businesses and organizations by informing them if they are under cyber attack, or have recently been victimized, so that immediate action may be taken to prevent and mitigate damage to systems and devices
- focus new efforts on preventing individuals from becoming cybercriminals and encouraging them to pursue legal and more productive paths with their cyber skills
- offer cyber behavioural analysis for cybercrime investigations to enhance the effectiveness of cybercrime investigations
- provide guidance and access to technical tools and capabilities to Canadian law enforcement so that they can more effectively combat cybercrime

Moreover, the National Cybercrime Coordination Unit will work closely with the Canadian Anti-Fraud Centre to:

- implement the National Cybercrime Fraud Reporting System, which will allow the public to easily and conveniently report cybercrime and fraud offences
- expand Canadian law enforcement and public understanding of ever-changing cybercrime and fraud threats to allow for the adoption of more efficient and effective prevention and investigative technique
- reduce the impact of cybercrime and fraud on Canadians by continuing to disrupt the efforts of cybercriminals and fraudsters provide cryptocurrency tracing and support to law enforcement to support more effective investigations of cybercrime and fraud offences, and to recover stolen funds when possible

The Canadian Anti-Fraud Centre's Operational Support Team will focus its efforts on activities that will improve and expand its fraud disruption program, including an assessment of existing disruption efforts,



their effectiveness, and other potential areas for growth to better protect against instances of fraud. The Team will support fraud prevention and victim loss recoveries by exploring opportunities for new partnerships, technologies, and mitigation strategies to address new or emerging frauds. In addition, the Operational Support Team will continue to query RCMP repositories to compile results and statistical data for internal and external stakeholders, with an emphasis on high dollar loss reporting, volume, and impact to protect against the most serious cases of fraud.

### **Departmental Security**

Departmental Security will continue to modernize and adapt to an ever-changing security landscape. In 2024-25, the Program will focus on: enhanced security controls; improved stakeholder access to guidance, tools, and resources; and standardized and monitored security management. In support of these outcomes, Departmental Security will implement security awareness activities across the organization, and will develop practical and accessible security assessment and authorization processes, along with the necessary updates that may be required for internal policies and directives, to ensure the program achieves its mandate. Efforts will also continue to enhance and modernize the RCMP's security screening, contract security, and security event programs to meet evolving needs in a connected and digitally engaged police service.

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

Operational IM/IT Services will advance "[The Connected RCMP](#)" Digital Policing Strategy to ensure the RCMP has the right technology to support modern policing and public safety services. With technology continuing to evolve at a rapid pace, the organization needs to deliver services in an efficient way that meets the needs of the public, partners, departmental programs, and employees. In 2024-25, the Program will assess progress and re-focus its future direction to ensure it implements digital capabilities planned for the fiscal year. Emphasis will be placed on the RCMP's ability to adopt advanced digital technologies, which will require increased access, availability, and use of a variety of information, data points, and analytics platforms. A renewed focus on digitalization will be of critical importance to revolutionizing and modernizing RCMP operations. To align with the Government of Canada's direction in Budget 2023, a prioritization exercise will also be undertaken to proactively apply mitigation plans and limit overall delays to the delivery of essential digital capabilities.

### **Innovation**

- Forensic Science and Identification Services will continue to advance the next generation of the [Canadian Police Information Centre](#), to align with the [Government of Canada's Digital Strategy Priority](#). The modernized system will feature new and improved interfaces that will enhance and introduce new capabilities to support efficient information sharing across Canada, while also decreasing system downtimes.
- A Chief Transformation Officer will lead the evolution of the Digital Policing Strategy, through specific objectives and initiatives over the next several fiscal years, to advance digitally-enabled and innovative solutions that will support employees and meet the needs of the public.
- The Canadian Police College will continue to implement its digital strategy, seeking opportunities to leverage technology to enhance digital learning and virtual scenario-based training development. The College will continue to implement leading-edge audio/visual technology throughout campus classrooms that will serve to enhance synchronous training

delivery both onsite and remotely. The onboarding of a modern digital platform is also set for the reporting period, serving to further reduce travel costs and increase access to courses for law enforcement across Canada.

#### *Key risks*

Specialized Policing Services has identified several risks and accompanying opportunities to address in the years ahead:

- There is a risk that the RCMP may not have the technology to sufficiently combat the changing nature of crime. Moreover, there is a risk that the RCMP's IT infrastructure, systems, and applications will become increasingly inadequate to support the administrative and operational requirements of the organization. As such, Specialized Policing services will:
  - keep pace with and incorporate technological changes
  - develop a proactive and aligned approach on competing priorities
  - share knowledge and collaborate to improve and develop new technical and operational solutions
- There is a risk that a lack of clear, timely, and reliable intelligence and information-sharing across jurisdictions will impede the RCMP's ability to effectively investigate crime and take appropriate actions. As such, Specialized Policing Services will share knowledge and collaborate to improve and develop new technical and operational solutions.
- There is a risk that the RCMP will be unable to adequately attract and retain diverse groups of employees with the appropriate skills, attributes, characteristics, and mindset to police the crimes of the future. Specialized Policing Services will work on:
  - 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
- There is a risk that the RCMP's commitments continue to expand without commensurate incremental resources, impeding its ability to deliver on priorities and core services. To address this risk, Specialized Policing Services will work with other RCMP business lines to:
  - coordinate corporate administrative functions and business processes
  - manage funding to ensure long-term sustainability

#### *Snapshot of planned resources in 2024-25*

- Planned spending: \$697,998,977
- Planned full-time resources: 4,193

#### *Related government priorities*

##### Gender-based analysis plus

- As part of Departmental Security Governance Renewal, GBA Plus will be applied on multiple personnel security processes, including the security screening guide, security questionnaires, and security screening processes.
- Operational IM/IT Services will support the RCMP's [race-based data collection pilot initiative](#), to be completed in 2026. Efforts will be focused on collecting race-based data and making it available to the public to support transparency and accountability. The results of this project will

also inform evidence-based decision-making and promote improvements to training, policies, and best practices.

- The Canadian Police College's Leadership, Diversity and Inclusion Center will advance key initiatives on gender-based analysis, cultural competence, and equity, diversity and inclusion to strengthen its workforce. In 2024-25, the College will continue its speakers' series to increase cultural competence, and will also explore the establishment of a Canadian Police College Press to support publications relating to leadership, equity, diversity and inclusion, and cultural and conflict competence. The College will also continue to expand its current course offerings under the Professional Development Center for Indigenous Policing.
- The Canadian Firearms Program will continue to conduct user research and usability testing, with results informing the design and development of online services. A gender-based analysis plus lens will inform a recruitment strategy to encourage input from clients across diverse groups, such as age, region of residence, and people with disabilities. The Program will monitor system use and adjust as necessary to ensure consistency and compliance with accessibility requirements, supporting barrier-free access to services.

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

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

- As part of ongoing efforts to promote peaceful and inclusive societies, the Canadian Police College will launch a new Conflict-Competent Leadership for Community Policing Program, as well as an Advanced Leadership in Law Enforcement Microprogram. These two new programs will be designed to equip managers, senior managers, and executives in law enforcement and government agencies with the skills and competencies required to successfully navigate complex conflicts and restore social cohesion, with a focus on leadership using real-world scenarios. The College will also continue to partner with local Indigenous communities to develop a series of events to improve cultural competence for employees, clients, and policing partners.
- Sensitive and Specialized Investigative Services will reduce the vulnerability of children to online sexual exploitation and support efforts to achieve criminal justice outcomes for offenders, including those who offend abroad, through operational research, sharing of intelligence and best practices with partners around the world, exploring technological solutions to help identify victimized children, and increasing global collaboration via participation in international taskforces and contribution to INTERPOL's International Child Sexual Exploitation Database.
- The Body Worn Cameras and Digital Evidence Management Project will strengthen trust, transparency and accountability between police and the public, and support good governance, along with measures related to personal safety and access to fair and equal justice.

More information on the RCMP's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

*Program inventory*

Specialized Policing Services is supported by the following Programs in the program inventory:

- Canadian Firearms Investigative and Enforcement Services
- Criminal Intelligence Service Canada
- Forensic Science and Identification Services
- Canadian Police College
- Sensitive and Specialized Investigative Services
- Specialized Technical Investigative Services
- Departmental Security
- Operational IM/IT Services
- Canadian Firearms Licensing and Registration
- National Cybercrime Coordination Unit

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

## Contract and Indigenous Policing

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Snapshot of planned resources in 2024-25](#)
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#### *Description*

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

#### *Quality of life impacts*

Contract and Indigenous Policing contributes to the Good Governance pillar of the Quality of Life Framework for Canada. Specifically, in support of the Framework, Contract and Indigenous Policing will:

- contribute to public safety and security by improving responses to general-duty investigations, including but not limited to those dealing with sexual offences, intimate partner violence, hate crimes and human trafficking, through police training and awareness, victim support, public education and communications, and investigative accountability
- publicly disclose the use of police intervention options, update the crisis intervention and de-escalation frameworks, collect and report race-based data for those who come into contact with the criminal justice system, and equip officers with body-worn cameras

These activities will help to reduce real and perceived instances of unfair treatment and discrimination and will support public safety and security, equal access to justice, and increase public confidence in the RCMP as a Canadian institution.

*Results and targets*

The following tables show, for each departmental result related to Contract and Indigenous Policing, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 4: Indicators, results and targets for departmental result  
The RCMP provides modern contract policing services.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
RCMP weighted clearance rate across contract policing jurisdictions	32.85	31.46	30.89	39. The goal is for an increased clearance rate of 1.5 points.	March 31, 2025
Crime Severity Index	108.23	108.11	114.29	Not available	March 31, 2025
Rural crime rates in RCMP jurisdiction	Not available	Not available	Not available	Not available	March 31, 2025
Percentage of the surveyed public within contract policing jurisdictions who agree with the statement, "I feel safer because of the RCMP"	57%	52%	56%	64%	March 31, 2025
Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"	65%	55%	65%	60%	March 31, 2025

Table 5: Indicators, results and targets for departmental result  
Improved relationships with and outcomes for Indigenous people.

Indicator	2020-21 result	2021-22 result	2022-23 result	Target	Date to achieve
Percentage of the surveyed public who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"	49%	43%	45%	47%	March 31, 2025
Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)	In 2020 (the RCMP's baseline year), the RCMP	Not available	Not available	5% increase in pre-charge referrals to Restorative Justice from the baseline	March 31, 2025

	made 1391 referrals				
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The financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).

*Plans to achieve results*

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

**Crime Prevention**

The RCMP will continue to develop and implement enhanced service delivery options to support tailored police service delivery to meet the unique and diverse characteristics of the communities it serves. National policy and communications for Community Program Officers will be developed to support divisions. The RCMP will also examine transitioning the existing Community Constable pilot program to a permanent enhanced service delivery option, amplifying the staffing options available in the Provinces and Territories.

The RCMP will continue to maintain the Rural Crime Reduction Toolbox, which serves as a repository of initiatives and programs implemented by RCMP divisions to address crimes in rural communities.

The RCMP's Crime Prevention/Reduction Community of Practice will continue to meet regularly to provide opportunities to enhance the sharing of information across the divisions, and to increase knowledge on current and emerging trends in crime prevention/reduction.

**Crisis intervention and de-escalation**

The RCMP is working in collaboration with the Canadian Association of Chiefs of Police Use of Force Advisory Committee to:

- conduct an environmental scan of provincial and territorial use of force standards and develop a survey of law enforcement agencies, which will examine intervention-option-specific training and recertification, thresholds for use, restrictions and prohibitions, and requirements (for example, reporting and medical aftercare)
- finalize a literature review and compendium of de-escalation programs and evaluations, as well as develop a survey of agencies to examine and summarize their respective adoption of proprietary and/or internally developed training, core components, principles, involvement of mental health experts and persons with lived experience, frequency and length, target audience, delivery methods, and evaluation and key performance metrics

Using this work, the RCMP plans to develop a report outlining industry standards, highlight evidence and best/promising practices, and provide a summary of current de-escalation training programs, industry standards and national-intervention-specific guidelines or model policies that could both be shared with agencies and/or endorsed by the Canadian Association of Chiefs of Police

The National Police Intervention Unit, Operational Research Unit, and Learning and Development will continue to explore peer-reviewed research, promising practices, training, and technology to determine additional strategies to bolster crisis intervention and de-escalation training for RCMP members. This on-going review is being conducted to ensure that the RCMP is aligned with best practices and to continually evolve crisis intervention and de-escalation training

## **Restorative Justice**

The RCMP is working towards a five per cent increase in referrals to restorative justice programs by the end of 2028-29. To work towards the achievement of this target, the RCMP in 2024-25 will:

- increase employee awareness through training: the national *Restorative Justice Mindset* course was published in 2023-24 and will be monitored in terms of completion and future evaluations and updates
- improve connections with local restorative justice agencies by continuing a pilot project with Justice Canada that pairs RCMP detachments and local Indigenous Justice Programs to create strong community-based working relationships and to increase referrals
- enhance RCMP tools and resources, such as an updated referral form to allow for uniform referral criteria and intake processes, and a new policy update related to restorative justice in the Operational Manual

Moving forward the RCMP will continue to strengthen and create partnerships with local restorative justice programs, enhance education and awareness for RCMP personnel, and build on the long-lasting working relationships resulting from the pilot.

## **Youth**

In 2024-25, the RCMP will continue to develop and disseminate educational resources through the RCMP Centre for Youth Crime Prevention to police officers, youth, and adults working with youth on the topics outlined in the RCMP National Youth Priority Report: substance use, transportation safety, bullying and cyberbullying, radicalization, and violence.

The RCMP will also continue conducting youth-oriented engagement sessions through various RCMP programs, such as RCMPtalks, Youth Leadership Workshops, and the National Youth Advisory Committee.

To address the unique needs and challenges faced by Indigenous youth in Canada and to advance efforts towards reconciliation, the RCMP will continue to work on developing culturally sensitive educational materials for the divisions, such as a Roadmap to Indigenous Youth Engagement toolkit.

Furthermore, through Youth Officer training sessions, the RCMP will continue to provide School Resource Officers and Community Program Officers with the tools and resources required to effectively engage with youth in the community.

## **Enhanced Sexual Offence Investigations**

The National Office of Sexual Offence Investigative Standards is responsible for actioning the RCMP's commitment to improving sexual offence investigations by supporting and overseeing the Sexual Assault Investigations Review Committees, conducting file reviews, assisting all Divisions with sexual offence investigations, and enhancing police training and awareness, victim support, public education and communications, and investigative accountability.

The National Office of Sexual Offence Investigative Standards' key planned activities for 2024-25 include:

- developing an advanced sexual offence investigations course to complement the currently available online training

- developing new tools for investigators and supervisors to help with sexual violence investigations, such as a supervisor check list, updating the Sexual Assault Investigations Best Practice Guide, and updating the Unit Level Quality Assurance for sexual offences
- developing new tools for investigators to improve their support of victims, such as an updated guide for contacting victims, and updating the Sexual Assault Investigations Review Committee training and review check list
- training and supporting a second Sexual Assault Investigation Review Committee in E Division (British Columbia)

### **Support for Vulnerable Persons**

In 2024-25, in alignment with the organization’s strategic priorities, the National Human Trafficking Section will focus on developing a comprehensive action plan that will establish best practices for combating human trafficking.

The RCMP will continue its efforts to train RCMP employees with new survivor-led human trafficking detection training. Content will be updated to include perspectives from victims of trafficking and viewpoints from Indigenous and LGBTQ2+ people.

The RCMP will continue to work to improve effective, timely, and informed assistance to victims when responding to incidents in order to reduce the effects of victimization and re-victimization. Enhancements to relevant policies will continue, including Bias-Free Policing, Victim Assistance, Mistreatment of Older Persons, Persons with Disabilities, and Violence in Relationship.

In 2024-25, the RCMP will continue its participation on the Hate Crimes Task Force and its leadership in the RCMP Community of Practice on Hate-Motivated Crimes and Incidents, which was first established in September 2020. It will continue to provide a forum to encourage ongoing and regular interaction between RCMP employees, and other law enforcement professionals, to discuss and share information and experiences, as it relates to hate-motivated crimes and incidents. The Community of Practice includes representatives from RCMP National Headquarters, RCMP Divisions, as well as other government departments and police services.

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

In 2024-25, the RCMP will implement a National Reconciliation Pathway, which will advance a coordinated, measurable approach to reconciliation that is structured for success. The organization will develop performance indicators across business lines that are meaningful and measure reconciliation results.

As a key deliverable of the Intercultural Learning Strategy, the RCMP will conduct external consultations with community stakeholders and partners to identify any existing training gaps and requirements, as well as seek feedback on how to enhance existing RCMP training in this area, with the objective of building ongoing collaborative partnerships for training development.

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

In 2024-25, the RCMP will continue to support Public Safety Canada in the administration of this program with a focus on strengthening it by working more closely with Indigenous leadership and communities to provide professional and dedicated policing services that are responsive to the unique needs and culture of each community. This work will be supported through the Community Consultative



Group whenever possible and may include Letters of Expectation. When used, Letters of Expectation are co-developed and agreed to between community leadership and the local RCMP detachments as a means of clarifying policing responsibilities and fostering positive and cooperative working relations in support of community safety and wellness.

### **Enforcement of Band Bylaws**

To advance the RCMP's efforts to ensure safer and healthier Indigenous communities, Indigenous Policing Services will work with Indigenous communities to navigate the complexities and role the RCMP plays in the enforcement of Indigenous law. This will include engagement and consultation with Indigenous leaders as required during the development of Band bylaws. This will also include communicating the role the RCMP plays in the overall justice system and how that affects the communities the RCMP polices.

### **Indigenous Pre-Cadet Training Program**

To support Indigenous representation within the RCMP, and to respond to the RCMP's key priority of recruitment, in 2024-25, Indigenous Policing Services will work to enhance the program and remove recruitment barriers that presently exist in the regular member application process. This includes the incorporation of recruiting process elements that will allow for a more accurate assessment of candidates' suitability within an environment that respects the unique, distinctions-based, cultural needs of First Nations, Inuit and Métis.

### **Indigenous Partnerships and Engagement**

In 2024-25, the RCMP will enhance partnerships and engagements with National Indigenous Organizations and communities. This will be accomplished through new and ongoing work plans and direct community engagement through the Divisional Indigenous Policing Services units.

### **Cannabis Legislation Enforcement and Education**

Special initiative funding is enabling the RCMP to create a unit within Indigenous Policing Services dedicated to addressing cannabis legislation and the effects on community safety and wellness. In 2024-25, the unit will focus on coordination with Divisional Indigenous Policing Services to develop national policy and educational products and programs related to the enforcement of cannabis legislation, related Band bylaws, and the roles held by the community and police.

### **Métis Community Liaison Program**

In 2024-25, the RCMP will continue to work with Indigenous Services Canada to expand the Métis Community Liaison program in response to the expressed need and support from Métis communities as indicated by reports submitted by the Division Métis Community Liaison members. Expanding the Métis Community Liaison Program supports the RCMP priority of safer and healthier Indigenous communities inclusive of all three distinctions.

### **Police Community Liaison Team**

In 2024-25, the RCMP will continue to deliver and enhance the Police Community Liaison Team training delivery across all Divisions to ensure dedicated policing resources are available to proactively intervene in potential public order situations in a professional and culturally responsive manner.

### *Key risks*

Contract and Indigenous Policing faces several key risks and challenges including:

- Renewal and modernization of the RCMP's mission critical front-line policing systems in the wake of a number of incidents where shortcomings have been identified after the fact, for example the 2014 Moncton Shootings, and the 2022 Nova Scotia Mass Casualty incident.
- Low recruitment and retention could lead to an inability to meet contract partner requests and affect the health and wellbeing of members, and it is also critical to have appropriate representation in communities receiving policing services and for the communities to be involved in the selection process.
- Uncertainty over the federal government's position on the future of contract policing could lead to more jurisdictions seeking to end policing contracts.
- Climate change-related events (for example, wildfires, floods, and hurricanes) could increase pressure on contract resources for disaster response.
- It is difficult for the RCMP to build and maintain relationships with communities due to the rotation cycle of RCMP postings and constant changing of RCMP personnel.
- Given the RCMP is often one of the only services available in many communities across the country, it is difficult to address all the needs of communities given the RCMP's focus is primarily on crime prevention and community safety, whereas other services may be lacking or unavailable (for example, mental health and social support services).
- There is limited availability of new resources to support increasing demands, requiring the RCMP to strive to optimize service delivery with the available resourcing levels.

### *Snapshot of planned resources in 2024-25*

- Planned spending: \$2,288,328,129
- Planned full-time resources: 18,816

### *Related government priorities*

#### Gender-based analysis plus

As body-worn cameras and a digital evidence management system are rolled out on a national scale, the RCMP will continue engagement with academic researchers, national Indigenous organizations, and the public to strengthen transparency, accountability and trust. As part of this initiative, the RCMP is currently and will continue to seek feedback from the public on perceptions of police officers and use of body-worn cameras throughout the rollout via a public survey, available in English, French and Inuktitut. The purpose of the survey is to seek input from the communities served by the RCMP and create a feedback loop to inform improvements to policy, training, procedures and awareness. Results will be examined through a Gender-based Analysis (GBA) Plus lens and will account for various demographic variables.

To promote trust, transparency and accountability to the public, the RCMP is committed to open, proactive and routine disclosure of police intervention option data. The RCMP published its first annual Police Intervention Options Report in October 2020. While the inaugural report was limited to overall trends due to its 10-year temporal scope, annual reports published in 2021-2023 and all future annual reports will continue to provide results on a greater number of situational factors (for example,

substance use, persons experiencing a mental health crisis, weapons, and gender) and include provincial/territorial breakdowns, as well as other relevant updates related to policy, training, and equipment. The RCMP will continue to disclose this information as part of the RCMP's ongoing commitment to promote trust, transparency and accountability.

Collaborative efforts between the RCMP and Statistics Canada continue to incorporate the identification of gender- and race-based data related to those who interact with law enforcement. The RCMP is working to update its Records Management System and to review and amend its existing policies to collect and analyze this type of information.

The work of the Vulnerable Persons Unit (VPU) is centered around ensuring that the "plus" in GBA Plus is apparent in terms of review, feedback and the development of policy tools, training and awareness across different types of harm, while also ensuring that the RCMP is providing trauma-informed and culturally responsive policing services.

#### *Program inventory*

Contract and Indigenous Policing is supported by the following programs:

- Provincial/ Territorial Policing
- Municipal Policing
- Indigenous Policing
- Contract and Indigenous Policing Operations Support
- Force Generation

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

## Internal services

### In this section

- [Description](#)
- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

#### *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*

Plans to achieve results in internal services, as well as other areas not captured in the earlier sections covering the RCMP's Core Responsibilities, are detailed below.

### **Corporate Management and Comptrollership**

Corporate Management and Comptrollership supports key organizational priorities through the provision of financial management, corporate accounting, procurement, real property, corporate management systems, internal control and financial policy services. It also provides material and asset management policy centre and services to the organization.

In 2024-25, Corporate Management and Comptrollership will:

- review business processes, initiate a new enterprise resource and planning system, and begin transformation of the RCMP's Human Resource system and member pay processes with the goal of achieving fully integrated and modern solutions to automate business processes, improve user experience and ensure full electronic management of information and documents
- continue its focus on investment planning, governance and oversight, including improved multi-year planning and life-cycle management of its assets
- continue to advance the cost-effective life-cycle management and stewardship of the RCMP's real property portfolio, including a transition to a corporate approach to office accommodation management

### **Human Resources Sector**

The RCMP's Human Resources Sector is responsible for many areas that directly support frontline policing, including employee pay, health care benefits, harassment prevention and respectful workplace programs, pension administration, learning and development, and official languages. Employees of Human Resources work to ensure that the RCMP is a modern, motivated, healthy, qualified and productive workforce, by providing an environment that supports continuous learning and aids in the delivery of safe and quality community policing.

In 2024-25, the Human Resources Sector will:

- contribute to the RCMP's key priority of recruitment by continuing to modernize the RCMP recruitment program to attract cadets from diverse and inclusive backgrounds, including identifying and rectifying barriers that have impeded Women, Black, Indigenous, and other racialized groups from being successful in the police officer application process
- continue implementation of the RCMP's first dedicated First Nations, Inuit and Métis Recruitment Strategy to increase Indigenous applications by approximately 100% in 2024-25 compared to the previous year by positioning the RCMP as an employer of choice for Indigenous peoples and reducing barriers within the application process
- contribute to an inclusive work environment and ensure that the RCMP is hiring and developing the talent needed to support the evolving nature of policing at large and in the communities we serve
- advance modernization efforts to increase applications from equity seeking communities and the diversity of cadets at the RCMP National Training Academy (Depot)

- the RCMP continues to implement its People Strategy, which provides the overarching vision for human resources modernization, outlining recommendations and a concrete action plan to achieve transformation in three areas: Shaping the workforce of the future, modernization of human resources approaches and the human resources service delivery model and investment in core programs and systems to improve client and service delivery

#### *Anti-Racism Unit*

The Anti-Racism Unit is mandated to help address systemic racism in the RCMP. Subject matter experts were recruited to lead the Race-Based Data Collection Initiative and the RCMP's first-ever Anti-Racism Strategy. The Race-Based Data Collection Initiative aims to collect, analyze, and report data trends to help the RCMP better understand the experiences of Indigenous, Black, and other racialized individuals and communities in their interactions with RCMP members.

In 2024-25, the Anti-Racism Unit will:

- continue collecting race-based data to help identify where there are disparate and disproportional policing outcomes for Indigenous, Black and other racialized communities
- analyze race-based data, and advance consistent community and member engagement to inform an action plan aimed at driving improvements to policies, practices and training to ensure the delivery of more transparent, equitable, and modern policing services
- continue implementation of a small-scale version of the Race-Based Data Collection Initiative in select pilot sites to help test and refine the framework before it is implemented nationally, including publishing a report and action plans after collecting data in each pilot site for one full year
- work to develop an Anti-Racism Strategy, to be announced in spring 2024, to identify and address barriers in organizational policies, programs, and procedures that disproportionately affect racialized employees, informed by consultations with employees, as well as internal and external stakeholders
- welcome more troops to the Diverse and Inclusive Pre-Cadet Experience, which seeks to remove barriers for racialized persons and underrepresented groups who aspire to join the RCMP through a three-week training experience hosted at Depot, paired with mentorship from diverse Regular Members who guide the candidates throughout the program

#### **Professional Responsibility Sector**

The Professional Responsibility Sector is accountable for providing national leadership in instituting and supporting the RCMP's vision for a comprehensive responsibility-based workplace regime that promotes professional, values-based decision-making and behaviour across all job categories. The Sector is responsible for championing the entrenchment of values and ethics across all aspects of RCMP decision-making and employee behaviour.

In 2024-25, the Professional Responsibility Sector will:

- continue the modernization of the member conduct regime, guided by [recommendations](#) from leading experts in the field of police discipline and employment law, ensuring measures are applied properly and consistently, in a manner that meets modern expectations of fairness, transparency and effectiveness

- build the capacity of these specialized decision-makers (legally trained conduct board and appeal adjudicators) and establish legal support and progressive and ongoing training to ensure that modern best practices are continually assessed and applied while balancing consistency, expertise, and timely resolution of conduct matters
- increase the use of serious conduct measures, particularly regarding sexual misconduct and harassment
- roll-out a multifaceted communication strategy to effectively convey the organizational position on misconduct
- explore methods to commemorate employees who have died by suicide related to their service, in collaboration with the Well-being Strategy and other internal partners using a trauma-informed strategy informed by consultations with surviving families and colleagues

These important changes are fundamental to the RCMP's workplace culture and recruitment and retention key priorities. They will support a workplace culture rooted in respect and accountability, which will help to attract new police officers from various communities, while also improving public trust.

### **Reform, Accountability and Culture Sector**

Established in May 2023, the RCMP's Reform, Accountability and Culture Sector is mandated to:

- lead the RCMP's response to significant external reviews, including the Mass Casualty Commission's final report as well as the Public Order Emergency Commission
- provide strategic advice, oversight and coordination of internal culture change initiatives
- provide leadership and coordination of major transformation and renewal initiatives across the RCMP's three operational business lines
- provide secretariat support to the RCMP's Management Advisory Board

In 2024-25, the Reform, Accountability and Culture Sector will:

- continue to lead the RCMP's implementation of recommendations stemming from the Mass Casualty Commission Final Report, as well as those from other significant external reviews, in collaboration with a range of internal and external partners who will continue to lead on specific recommendations that fall within their areas of responsibility
- lead the creation of strategies and action plans to comprehensively address the Mass Casualty Commission recommendations by using a structured approach, and will monitor and report progress publicly to improve transparency and accountability through regular updates on the website, while also effectively engaging key stakeholders, including the families of the victims
- continue to engage business lines and divisions in implementing a holistic, long-term approach to culture change, including by establishing a roadmap for RCMP culture change focused on actions in priority areas including: addressing misconduct and strengthening accountability; enabling employee well-being; promoting an equitable, diverse and inclusive workplace; and strengthening leadership development and a modern approach to police training
- continue to convene the RCMP Holistic Culture Change Working Group as a key forum to identify opportunities to leverage, advance and coordinate key culture change initiatives across the RCMP

- engage external experts to explore ways to enhance support for employees and strengthen workplace restoration after a conduct measure has been imposed
- lead the development of a culture measurement framework, in collaboration with other federal security sector organizations facing similar challenges
- contribute to the development of resources to promote examples of Gender-based Analysis Plus (GBA Plus) in action, and engage with partners to explore culturally competent approaches to GBA Plus in the RCMP
- establish a national framework to standardize the intake, evaluation, prioritization, governance and management of innovation projects with a focus on developing inclusive innovation practices to ensure innovation is aligned with culture change priorities
- maximize investments in the [Innovative Solutions Canada](#) Program (through Innovation, Science and Economic Development Canada) to advance priority files including the development of an inclusive respirator and the modernization of handcuffs
- continue supporting the Public Safety Canada-led Contract Policing Assessment and working with contract partners to implement ongoing police service transitions in Surrey, British Columbia, Grand Prairie, Alberta, Newfoundland and Labrador, and New Brunswick
- engage with other levels of government to strengthen relationships and enhance understanding of RCMP reform efforts

### **Strategic Policy, Communications and External Relations**

In 2024-25, the Strategic Policy, Communications and External Relations Sector will continue to:

- support the Minister, RCMP Commissioner and other senior officials on Cabinet and Parliamentary business, including by providing evidence-based advice, analysis and reporting
- coordinate the RCMP's internal governance mechanisms and manage RCMP's performance measurement frameworks to ensure sound and timely decision-making
- better develop and position whole-of-RCMP interests at key ministerial decision-making tables and within centralized Government of Canada processes
- provide policy and strategic direction on operational and administrative policy functions across the organization
- support RCMP leadership by providing strategic advice and services on internal and external national communications and public engagement to advance critical organizational and government priorities including recruitment, keeping communities safe and continuing the process of reconciliation and modernization
- advance the trust and confidence of Canadians in the RCMP by openly communicating the services delivered by the organization in all parts of Canada and abroad

*Snapshot of planned resources in 2024-25*

- Planned spending: \$718,768,263
- Planned full-time resources: 4,323

*Related government priorities*

Planning for contracts awarded to Indigenous businesses

In supporting the Government of Canada's commitment to economic reconciliation with Indigenous peoples, the RCMP is committed to contributing to improved socio-economic outcomes by increasing

opportunities for First Nations, Inuit and Métis businesses through the federal procurement process. In order to achieve this commitment, the RCMP will implement procedures to conduct conscientious procurement, specifically, it will support the minimum target of 5% of the total value of contracts awarded to Indigenous businesses in fiscal year 2024-25.

In 2024-25, the RCMP’s Procurement and Contracting Units, in partnership with Business Owners, will advance Indigenous Procurement in support of the minimum target of 5% of the total contracts awarded to Indigenous businesses 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
- requiring Indigenous Considerations to be addressed as part of strategy development decisions and subsequently documented on the procurement file

In support of these actions, the RCMP will continue 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 part-take 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
- maintain oversight on Indigenous considerations in procurement by mandating additional review parameters for files in Comprehensive Land Claim Areas and the Nunavut Settlement Area

The RCMP will seek deputy-head approval for exceptions where proprietary rights and/or Public Services and Procurement Canada-mandated tools exist that restrict the inclusion of Indigenous considerations as part of the procurement strategy.

Table 6

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
<b>Total percentage of contracts with Indigenous businesses</b>	2.13%	2.5%	5%

**Planned spending and human resources**

This section provides an overview of the RCMP’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.

**In this section**

- Spending
- Funding
- Future-oriented condensed statement of operations



- Human resources

## Spending

*Table 7: Actual spending summary for core responsibilities and internal services (\$ dollars)*

The following table shows information on spending for each of the RCMP's core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

<b>Core responsibilities and internal services</b>	<b>2021-22 actual expenditures<sup>1</sup></b>	<b>2022-23 actual expenditures<sup>1</sup></b>	<b>2023-24 forecast spending<sup>2</sup></b>
Federal Policing	1,231,734,793	1,349,445,572	1,182,027,544
Specialized Policing Services	637,732,230	693,345,200	841,300,080
Contract and Indigenous Policing	2,744,234,374	2,994,507,689	2,557,467,289
Subtotal	<b>4,613,701,397</b>	<b>5,037,298,461</b>	<b>4,580,794,913</b>
Internal services	712,724,269	770,140,621	893,701,531
Total	<b>5,326,425,666</b>	<b>5,807,439,082</b>	<b>5,474,496,444</b>

Note 1: figures are based on approved Departmental Results Report for that fiscal year

Note 2: figures based on 2023-24 Future Oriented Financial Statement of Operations.

Over the past three years, the RCMP has incurred material expenditures due to extraordinary material economic events. In 2022-23, there was an actuarial adjustment of \$1,220 million to the RCMP Pension Plan to eliminate an actuarial shortfall, as identified in the 20th Actuarial Report on the Pension Plan for the RCMP. This analysis occurs every three-years, and is completed by the Office of the Superintendent

of Financial Institutions. In 2021-22, the RCMP incurred a material retroactive payment of \$1,206 million stemming from adjustments to employee compensation levels as a result of the first ever National Police Federation’s collective bargaining agreement.

After removing the impacts of these extraordinary material events, the following is a normalized comparison.

Table 8

Amount in \$ millions	2021-22	2022-23	2023-24
	Actual spending	Actual spending	Forecast spending
Total Actual Expenditures	5,326	5,807	5,474
National Police Federation collective agreement retroactive payments	-1,206		
Payments to the RCMP Pension Plan to eliminate an actuarial shortfall		-1,220	
<b>Total Actual Expenditures net of one-time material transactions</b>	<b>4,120</b>	<b>4,587</b>	<b>5,474</b>

Forecasted spending for 2023-24 which includes amounts presented in the 2023-24 Main Estimates, incremental funding from Supplementary Estimates, carry forwards, in-year payroll reimbursement and compensation adjustments in support of newly signed collective agreements, is estimated to be \$5,474 million.

After removing the material extraordinary expenditures, forecasted spending for 2023-24 represents an increase of \$467 million, or 11%, from 2021-22 to 2022-23 and a forecasted increase of \$887 million, or 19%, from 2022-23 to 2023-24. This is mainly due to annual increases to the costs to compensate members of the RCMP injured in the line of duty, the annual growth of the contract policing program, as well as incremental costs for regular members’ health benefits. Additionally, the continued trend of increasing organisational costs, which include responses to major events and declared emergencies such as the Convoy (February 2022), the Royal Visit (May 2022), the Papal Visit (July 2022), the Conference of the Parties (COP 15) UN Biodiversity Conference (December 2022), the President of USA visit (March 2023), the Ukrainian President’s visit (September 2023), and the Canada- CARICOM Summit (October 2023), and higher costs for goods and services as a result of inflation have also contributed to the increases in spending.

Table 9: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the RCMP’s core responsibilities and for its internal services for the upcoming three fiscal years.

<b>Core responsibilities and internal services</b>	<b>2024-25 budgetary spending (as indicated in Main Estimates)</b>	<b>2024-25 planned spending</b>	<b>2025-26 planned spending</b>	<b>2026-27 planned spending</b>
Federal Policing	1,142,660,730	1,142,660,730	1,153,384,270	1,147,999,520
Specialized Policing Services	697,998,977	697,998,977	679,828,023	657,299,220
Contract and Indigenous Policing	2,288,328,129	2,288,328,129	2,364,495,155	2,434,727,020
Subtotal	<b>4,128,987,836</b>	<b>4,128,987,836</b>	<b>4,197,707,448</b>	<b>4,240,025,760</b>
Internal services	718,768,263	718,768,263	755,605,544	703,672,517
Total	<b>4,847,756,099</b>	<b>4,847,756,099</b>	<b>4,953,312,992</b>	<b>4,943,698,277</b>

The RCMP's 2024-25 planned spending is \$4,848 million spread across its three core responsibilities and Internal Services. \$2,288 million is in support of Contract and Indigenous Policing, which provides policing services to provinces, territories, and municipalities under Police Services Agreements and tripartite agreements. An additional \$1,143 million is in support of resources devoted to Federal Policing, which encompasses all Federally mandated activities as well as International Policing Operations. Moreover, \$698 million is in support of Specialized Policing Services functions that are critical to effective, intelligence-led policing. Lastly, there is \$719 million in planned spending related to Internal Services and enabling functions that support police operations.

The 2024-25 planned spending reflects the amounts presented in the 2024-25 Main Estimates which represents an increase of \$681 million (or 16 %) in comparison to the 2023-24 Main Estimates.

The increase in planned spending for 2024-25 and 2025-26 compared to the 2023-24 Departmental Plan (\$4,167 million) is related to increased funding for compensation, employee benefit plans, new and renewed government initiatives such as: the Initiative to Take Action Against Gun and Gang Violence; the Complete Delivery to Businesses and Support Implementation for Individuals for the firearms buyback program; funding to Deliver Service Excellence to Veterans, and Disability Benefits Adjudication and Case Management for Veterans and RCMP Members; the Canadian Drugs and Substances Strategy; and funding in support of strengthening Canada's sanctions capacity and leadership (Special Economic Measures Act).

The slight decrease in 2026-27, is due to sunseting funding for specific initiatives such as International Police Peacekeeping and Support and Implementation for Individuals for the firearms buyback program, which the RCMP will be seeking renewal, as well as funding profile changes in line with the implementation schedule for those initiatives identified above.

The decrease is also related to the sunseting of temporary initiatives such as: the Safe Third Country Agreements, Counter Uncrewed Aircraft Systems, and Disability Benefits Adjudication and Case Management for Veterans and RCMP Members.

Inflationary increases for goods and services continue to impact the cost to deliver mandated activities. The RCMP continues to adapt its operations to deliver its services to Canadians and the law enforcement community, while maintaining safe working conditions for its employees.

*Table 10: 2024–25 budgetary gross and net planned spending summary (dollars)*

The following table reconciles gross planned spending with net planned spending for 2024–25.

<b>Core responsibilities and internal services</b>	<b>2024-25 gross planned spending (dollars)</b>	<b>2024-25 planned revenues netted against spending (dollars)</b>	<b>2024-25 planned net spending (dollars)</b>
Federal Policing	1,144,660,730	(2,000,000)	1,142,660,730
Specialized Policing Services	726,175,131	(28,176,154)	697,998,977
Contract and Indigenous Policing	4,304,324,960	(2,015,996,831)	2,288,328,129
Subtotal	<b>6,175,160,821</b>	<b>(2,046,172,985)</b>	<b>4,128,987,836</b>
Internal services	735,118,421	(16,350,158)	718,768,263
Total	<b>6,910,279,242</b>	<b>(2,062,523,143)</b>	<b>4,847,756,099</b>

The RCMP vote netted revenue authorities are largely related to the provision of Contract and Indigenous Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. In addition, revenues are collected in relation to DNA analysis through biology casework analysis agreements with provinces and territories, and for services provided by the Canadian Police College to the law enforcement community.

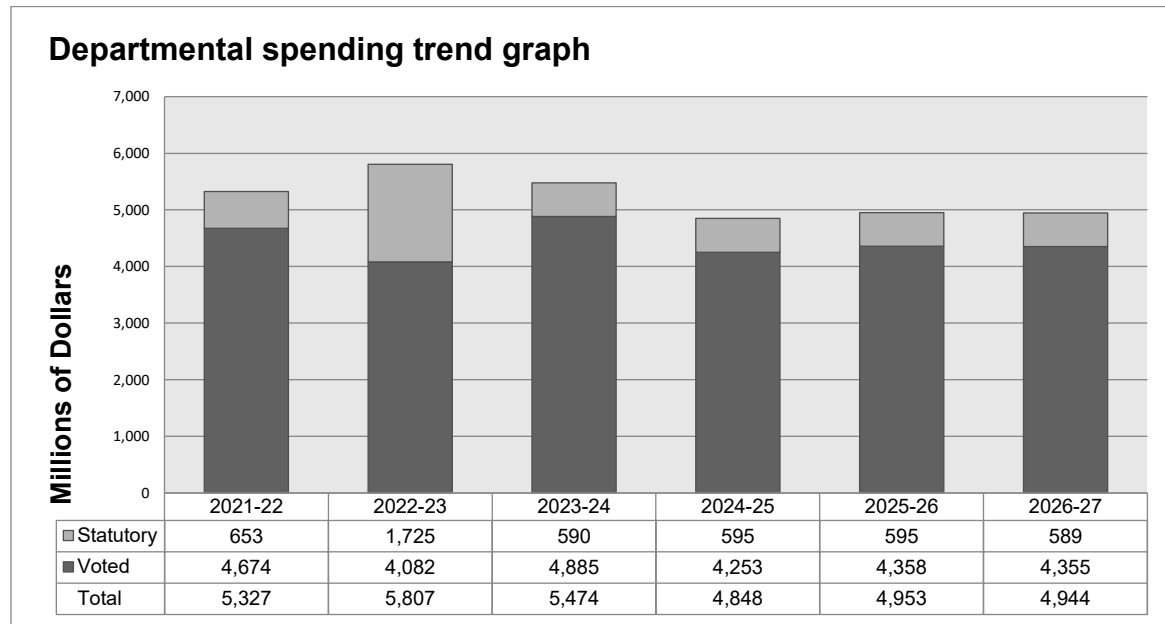
The RCMP's 2024-25 planned gross spending is \$6,910 million, with \$2,063 million in vote netted revenues, for a total budgetary planned net spending of \$4,847 million.

The planned vote netted revenues in 2025-26 and beyond are consistent with those of 2024-25. The Contract and Indigenous Policing revenues will increase year over year as provinces and municipalities seek additional police services within the Police Services Agreements in response to the annual growth of the Contract and Indigenous Policing program.

## Funding

Figure 1: Departmental spending 2021-22 to 2026-27

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



### Estimates by vote

Information on the RCMP's organizational appropriations is available in the [2024-25 Main Estimates](#).

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides a general overview of the RCMP's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ. A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [RCMP's website](#).

Table 11: 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	7,799,264,350	7,338,273,388	(460,990,962)
Total revenues	2,139,457,452	2,192,409,498	52,952,046
Net cost of operations before government funding and transfers	5,659,806,898	5,145,863,890	(513,943,008)

For 2024-25, the RCMP is projecting \$7,338.3 million in expenses based on the 2024-25 Main Estimates and accrual information. The \$461.0 million decrease in 2024-25 planned expenses compared to the 2023-24 forecast expenses is mainly due to in-year incremental funding in 2023-24 for various initiatives, including the Contract Policing Check-In and First Nations Policing Program.

The forecast and planned results are exclusive of other changes to the operating budget, such as new initiatives or technical adjustments later in the fiscal year.

## Human resources

*Table 12: Actual human resources for core responsibilities and internal services*

The following table shows a summary of human resources, in full-time equivalents (FTEs), for the RCMP'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.

Core responsibilities and internal services	2021-22 actual FTEs <sup>1</sup>	2022-23 actual FTEs <sup>1</sup>	2023-24 forecasted FTEs <sup>2</sup>
Federal Policing	4,994	4,971	5,020
Specialized Policing Services	3,723	3,764	3,843
Contract and Indigenous Policing	18,379	18,289	18,251
<b>Subtotal</b>	<b>27,096</b>	<b>27,024</b>	<b>27,114</b>
Internal Services	4,065	4,391	4,629
<b>Total</b>	<b>31,161</b>	<b>31,415</b>	<b>31,743</b>

Note: Totals may not add up due to rounding

Note 1: FTEs based on annual Departmental Results Report.

Note 2: FTEs based on 2023-24 in-year Salary Forecasting Tool projections

From 2021-22 to 2022-23, full-time equivalents have increased by 254. Using the 2023-24 Department of Finance Survey data set, the RCMP is forecasting 31,743 full-time equivalents, which represents a forecasted increase of 328 FTEs above 2022-23 year-end.

Most of the in-year increase is as a result of new staffing related to the continued implementation of previously approved initiatives, as well as new initiatives.

With the steady increase in FTEs over that time period, the RCMP is projecting to be within 1% of the planned staffing identified in the 2023-24 Departmental Plan (32,119 FTEs). The shortfall is due to ongoing recruitment challenges being faced by the RCMP, like other police organizations, and in many other sectors.

The RCMP continues to modernize the recruitment approach to identify and rectify barriers that have impeded Women, Black, Indigenous, and other racialized groups.

*Table 13: Human resources planning summary for core responsibilities and internal services*

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

<b>Core responsibilities and internal services</b>	<b>2024-25 planned fulltime equivalents</b>	<b>2025-26 planned fulltime equivalents</b>	<b>2026-27 planned fulltime equivalents</b>
Federal Policing	5,053	4,954	4,957
Specialized Policing Services	4,193	4,071	4,050
Contract and Indigenous Policing	18,816	18,807	18,807
<b>Subtotal</b>	<b>28,062</b>	<b>27,832</b>	<b>27,814</b>
Internal Services	4,323	4,287	4,285
<b>Total</b>	<b>32,385</b>	<b>32,119</b>	<b>32,099</b>

Note: Totals may not add up due to rounding

In 2024-25, the RCMP’s planned staffing is expected to increase by 642 FTEs for a total of 32,385 FTEs in comparison to the 2023-24 projected year-end FTE forecast. This increase is a result of continued implementation of previously approved initiatives, in addition to staffing vacancies.

Over the next two years, the RCMP is planning to remain relatively consistent with planned staffing for 2024-25. The decreases identified represent temporary initiatives sunsetting and the completion of work by determinate resources.

The RCMP Training Academy (“Depot”) in Regina, Saskatchewan is looking to increase Troop Gate for 2024-25, aiming for 640 Cadet FTEs.

Police services and various sectors are facing challenges to attract and retain talent to meet current and emerging priorities. Careers within law enforcement require a special set of skills and talents and the RCMP is competing with other police services within Canada for the same limited talent pool.

These resourcing challenges are likely to hinder RCMP’s ability to reach the targeted planned FTEs in the short to medium term.

To mitigate these challenges, the RCMP must future-prepare the workforce and workplace to attract and retain skills, attributes, characteristics and abilities required to meet the spectrum of current and future business needs (including data and analytics, and cybercrime).

Environmental factors, such as the evolving nature of crime, are driving the need for a diverse, representative and multi-faceted workforce that has the right mix of core policing skills, specialized technical knowledge, and personal characteristics for success.

To achieve this, the RCMP must make decisions about its talent pipeline including modernizing Depot, clarifying the future of the Reserve Program, evolving partnerships with third parties and equipping people managers to meet the requirements of their role.

To modernize, the RCMP must make investments in core client and service delivery systems including investing in enabling technologies (e.g. modernized HR Information System) and completing a full review and update of HR functions (e.g. recruitment, organization and classification).

Workforce planning, recruitment and staffing are critical strategic internal service functions that position the RCMP to adapt to the evolving operational and demographic context of policing in Canada, while leveraging the workforce of the future as an employer of choice. These functions support environmental factors such as the changing demographic make-up of Canada, the evolving nature of crime and changing expectations for community policing.

## Corporate information

### Organizational profile

Appropriate minister(s): The Honourable Dominic LeBlanc, P.C., K.C., M.P., Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs

Institutional head: Commissioner Michael Duheme

Ministerial portfolio: Public Safety

Enabling instrument(s):

- [\*Royal Canadian Mounted Police Act\*](#)
- [\*Royal Canadian Mounted Police Superannuation Act\*](#)
- [\*Enhancing Royal Canadian Mounted Police Accountability Act\*](#)
- [\*Royal Canadian Mounted Police Pension Continuation Act\*](#)

Year of incorporation / commencement: 1873

### 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>

## Supplementary information tables

The following supplementary information tables are available on the RCMP's [website](#):

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)

Information on the RCMP's departmental sustainable development strategy can be found on the RCMP's [website](#).

## Federal tax expenditures

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

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

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.

[Expand/collapse sections]

## 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](#) 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.