

# Vision 150 and Beyond

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**RCMP Strategic Plan**



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Our  
Culture



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01

**Commissioner's  
Message & Purpose  
of the Strategic Plan**

**Vision 150 and Beyond** strives to prepare the RCMP for the future and advance our modernization objectives, thereby ensuring we are a world-class police organization.

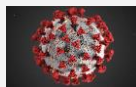


# Commissioner's Message



I'm proud to present the RCMP Strategic Plan as we approach our 150th anniversary in 2023.

"Vision 150 and Beyond" represents an ambitious path to a modern, inclusive and trusted RCMP. We are [many things](#) to many people and we will build on our strengths, meet our challenges head on, and continue to deliver world-class policing.



As 2020 has shown, large-scale events have the power to disrupt society in unpredictable ways, and our role in ensuring a safe Canada is more important than ever. While the pandemic will subside, we have identified the [external mega-trends](#) that will continue to impact our operating environment.

Meeting future challenges requires a healthy and agile workforce and partnerships with many groups, including building and repairing relationships with people and communities where trust has been broken.

All our employees, communities and partners have important roles to play and we must consult with those most impacted by our decision-making and the directions we take.

As Commissioner, my goal is to ensure that all Canadians, including our employees, trust the RCMP to keep them safe.

**VISION** and [its four pillars](#) are the roadmap for RCMP modernization.



We are [an inclusive culture](#) where everyone is welcome and valued. We will continue to listen closely to our employees and partners as we move forward. We will root out and address racism, sexism and all dishonourable conduct when it happens.





We are dedicated to having a healthy and diverse workforce using a ["people first"](#) approach. This means providing our staff with the right tools, equipment, training and support to carry out their duties safely and effectively. We want employees who are strong in mind and proud of the work they do.



# Commissioner's Message (continued)



 We are committed to the delivery of leading-edge policing using new approaches and modern tools to support safe communities.

 Plans are important, but results matter more. To be successful, all of the pieces must fit together so that everyone knows how they contribute.

Please follow our modernization story on our [Vision 150 Tracker](#). We have already made significant progress. For the first time, we have gender parity on the RCMP Senior Management Team.

We are embracing new technologies, like body-worn cameras, to enhance accountability. We have a new independent process for harassment resolution. Our employees continue to share their insights and ideas on what they need to do their jobs effectively, and how to make our organization even stronger.

I'm proud of these results – but there is much more to do, and we can't do it alone. We will continue to be open and honest, and have the difficult conversations with diverse people and communities, to help shape our actions. We can only achieve real progress when we all agree on what that looks like.

I want to thank each and every RCMP employee who works every day to make this country a safer place. Thank you for your courage, your empathy, your dedication and your commitment to our RCMP and to Canada. Together, we serve. Together, we succeed.

*B. McNeil*



# Purpose of the Strategic Plan

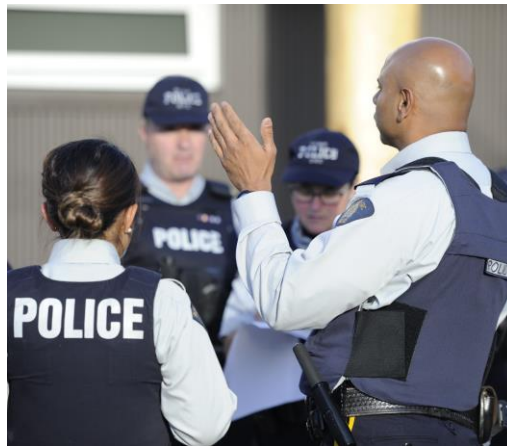
## Building the RCMP of the Future

The purpose of this Strategic Plan is to provide our organization with an ambitious future-state vision to strive towards, and a high-level action plan to achieve it.

This Strategic Plan builds upon previous planning efforts, and aims to provide cohesion to an expanding suite of strategic initiatives within the RCMP.

The plan speaks to the outcomes that the RCMP aims to achieve over the coming three to five years, reflects the positive changes that the achievement of those outcomes will produce, and presents the vision of how the RCMP will look in 2023 and beyond. Additionally, the plan details priority activities that must be implemented to achieve the desired results.

Vision 150 and Beyond is the first organization-wide strategic document that has been developed in a number of years. As such, the process for its development, and the process by which performance is tracked, will be reviewed and refreshed on an annual basis to instill adaptability to the RCMP's central strategic planning function.



## Why this plan matters to you...

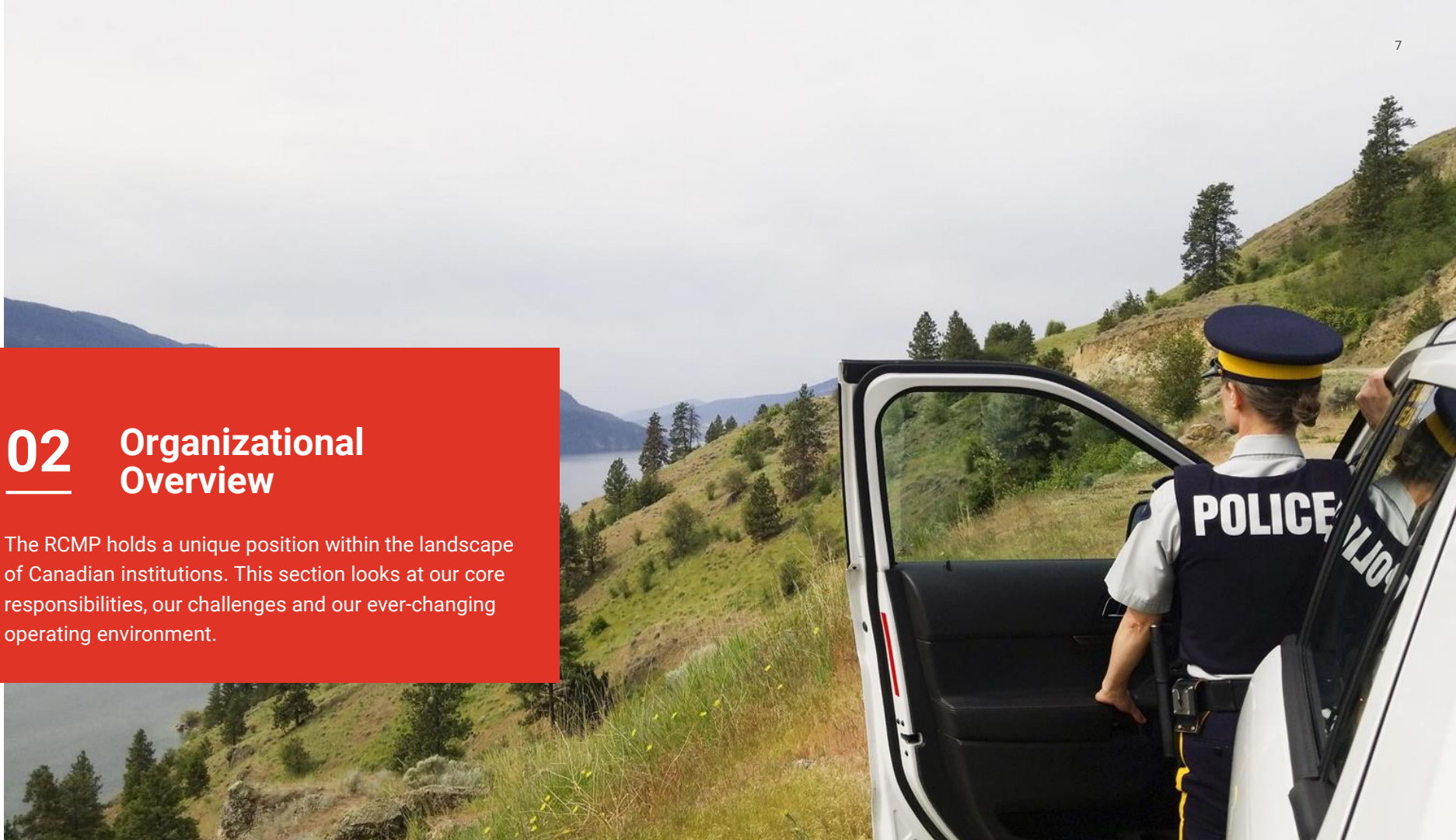
The RCMP is a large and diverse organization with a broad and complex mandate. The dedicated and professional Regular and Reserve Members, Civilian Members and Public Service Employees who comprise our organization are the backbone of everything that we do.

This plan has been designed with our people, our partners and all residents of Canada at its heart.

Evolving, modernizing and continuously improving the RCMP is at the core of everything this plan intends to achieve. The intent of the Strategic Plan is to provide a vision of the RCMP that speaks to every one of our employees and our clients across Canada.

## 02 Organizational Overview

The RCMP holds a unique position within the landscape of Canadian institutions. This section looks at our core responsibilities, our challenges and our ever-changing operating environment.



# Organizational Overview

## The RCMP's Core Responsibilities

The RCMP operates within three core responsibilities:



### Federal Policing (FP)

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



### National Policing Services (NPS)

Through NPS, the RCMP maintains national criminal data repositories and provides training, expertise and investigative assistance to all Canadian law enforcement agencies including in forensics, identification, violent crime analysis, criminal intelligence, online child exploitation. It also provides specialized firearms services to prevent and investigate firearms crimes as well as administer the *Firearms Act* and related regulations.

NPS also provides internal technical services to support operations in the collection of digital evidence, the delivery of policing information technology tools and the oversight of departmental security standards.



### Contract and Indigenous Policing (C&IP)

C&IP provides, under the Police Services Agreements, policing to provinces (except Ontario and Quebec) and territories, and to over 150 municipalities and more than 600 Indigenous communities. Services provided in support of safe communities by uniformed and non-uniformed RCMP employees include the general administration of justice, preservation of peace, community policing and the prevention of crime. An important focus is advancing reconciliation with Indigenous Peoples in Canada, as well as connecting with vulnerable communities.



# Organizational Statistics and Facts



Led by the **Commissioner**  
- National Headquarters in Ottawa

## Across all provinces and territories in the country



**19,000+**

police officers



**11,000**

civilian employees



**700+**

detachments

## In 2019/20

**22%**

of regular members were women

**12%**

of regular members were visible minorities

**8%**

of regular members were Indigenous

## Every year

**2.7M**

calls for service

**1,200**

cadets enter the RCMP training academy on average

## Vehicles and locations



**12,000+**

on-road vehicles



**350+**

marine vessels



**4,300**

buildings



**3,400+**

off-road vehicles



**35+**

aircraft



**1,300**

locations

# Organizational Overview

## Key Challenges

1

The RCMP is a complex and multi-faceted organization facing significant requirements for change and modernization.

2

To be an organization with a healthy and inclusive workforce that is capable of policing for and with the diverse communities we represent, the RCMP must be modern, agile and free of harassment, systemic racism and barriers.

3

Resource erosion has resulted in increased pressures on front-line policing and support functions, at the same time as new forms of complex criminality have emerged and continue to emerge. Our challenge is to meet these pressures with the right skills, approaches and tools required to ensure Canadians' and Canada's interests remain safe and secure.



The RCMP will tackle these challenges head on as we continue to deliver on Government of Canada priorities, including advancing reconciliation with Indigenous Peoples in Canada, combating transnational organized crime, addressing gender-based violence and implementing changes to firearms legislation.

# A Complex and Evolving Operating Environment

The RCMP's operating environment is characterized by the ever-evolving nature of criminality in Canada and abroad, as well as changes in technology, legislation, and the political landscape within which the RCMP must navigate. Understanding and adapting to emerging trends is essential. The [RCMP's Environmental Scan 2020](#) lays out the operating environment in detail. The Environmental Scan identified six mega-trends that will help to frame areas the RCMP must consider when developing its strategies and plans. Highlights within each area are presented here.



## The 4th Industrial Revolution

- 60% of all dark web activity involves illegal activities
- Facial recognition is advancing at an unprecedented pace
- 3D-printing has been used in the identification of bodies and the creation of untraceable firearm parts
- Augmented Reality is used to aid training and real time crisis resolution
- Internet of things has increased 500%, providing sources of potential information
- DNA phenotyping is being used to determine the potential appearance of suspects



## National Security and Transnational & Serious Organized Crime

- Organized Crime groups are expanding to exploit new criminal opportunities with use of established networks
- Canada is under increasing threat of interference from foreign states
- Cryptocurrency continues to be targeted for theft and for movement of illegal funds
- Ransomware is becoming a common threat to individuals and organizations
- Money Laundering is increasingly being conducted through casinos and real estate
- Firearm-related violent crimes by gangs are increasing



## Protecting Human Rights

- Increased advocacy by Black, Indigenous and mental health organizations
- Asylum seekers arrival to Canada steadily increasing
- 57% of Canadians believe immigration has placed too much pressure on public services in Canada
- Canada's Indigenous Peoples are experiencing rights issues for land and water
- 10 of the 94 Calls to Action by the National Centre for Truth and Reconciliation Commission have been completed
- 441 projects are underway to repair, upgrade or build infrastructure on Indigenous lands
- Since 2010 the Indigenous inmate population has increased by 43.4%



## Trust, Confidence & Transparency

- Scrutiny of law enforcement costs and social outcomes
- The appearance of 'deep fake' videos more than doubled in the first 8 months of 2019
- 17% of visible minorities have 'no confidence at all' in the RCMP
- 57% of Canadians believed Canada was democratically governed in 2019
- Canadian confidence in the RCMP dropped 10% in the last 2 years
- Public confidence in Provincial Courts is 20% less than in Municipal Police Services



## Climate Change

- Extreme weather events are becoming more common and intense
- Flooding has increased by more than 50% this decade
- Severe weather caused \$1.3 billion in insured damage for Canadians in 2019
- Canada's temperature rose at about double the global rate and almost triple that rate in Northern Canada
- The biggest climate change protest ever occurred in over 185 countries in 2019
- Indigenous land represents 80% of Earth's biodiversity



## Demographics & Society

- 81% of Canada's population live in urban areas, up 34% since 1955
- Crime rate in 2018 was 30% higher in rural areas
- Canada's population is expected to be 45 million people by 2050
- Canada's Indigenous population is expected to increase by 55% to approximately 2.5 million by 2036
- By 2026, 1 in 4 working Canadians will be over 55 years of age, decreasing the labour force participation rate
- Immigrants will represent between 25% and 30% of Canada's population by 2036



# 03            The RCMP of 2023 and Beyond

What does the RCMP want to embody as an organization in the near future? What values must guide all that the RCMP does? A focus on the desired future state of the RCMP will help inform the approach required to get there.



## Our Vision

The RCMP is a healthy and inclusive organization trusted by employees, partners and the public that keeps Canada safe by consistently delivering exceptional policing services and continually striving to grow and improve.



## Our Mission

To preserve the peace, uphold the law and provide quality service in partnership with our communities.



## Our Purpose

For nearly 150 years, the Royal Canadian Mounted Police has been Canada's national police service. From coast to coast to coast, at the community, provincial/territorial and federal levels, as well as internationally, we strive to prevent crime, investigate offences, enforce the law, and ultimately keep Canada's population, and Canada's interests, safe and secure.



# Vision 150

In 2018, the RCMP developed Vision 150, the articulation of the RCMP's modernization mandate. Vision 150 established the four pillars of RCMP's modernization which remain as the ultimate guideposts for all of our modernization efforts.



## Our Culture

Achieving a modern, trusted and inclusive RCMP



## Our People

Building a healthy, diverse and professional workforce



## Our Stewardship

Establishing innovative and effective governance to support a well-functioning organization



## Our Policing Services

Keeping Canada safe through leading-edge policing

While Vision 150 sets the overall course for the RCMP's modernization efforts, this **Strategic Plan expands on that vision by presenting a set of priorities that will guide us on our path to our 150th anniversary in 2023 and beyond.**

Vision 150, through the priorities identified in this Strategic Plan, remains focused on attaining three key organization-wide outcomes:



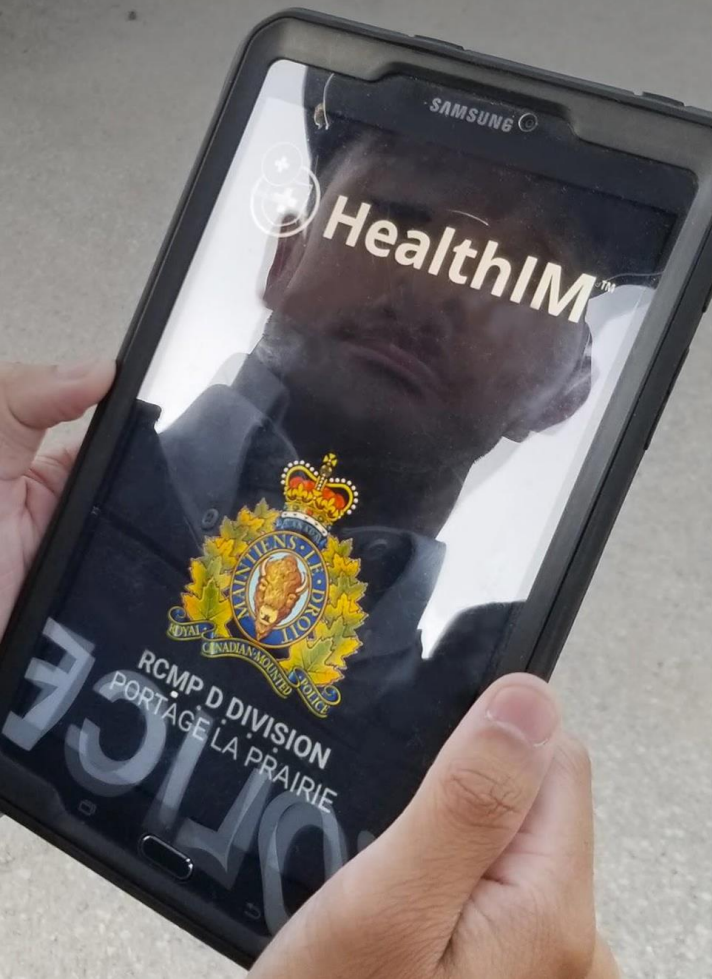
The RCMP is a healthy and inclusive organization that provides modern policing services



RCMP culture is characterized by respect for diversity and the contributions of all employees



Employees, communities, partners and other stakeholders have trust and confidence in the RCMP



## Achieving the Strategic Vision

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In order to achieve the strategic vision that the RCMP has described through **Vision 150** and within this plan, there needs to be a defined structure of priorities and associated activities that will lead to real organizational change. This plan lays out 13 **priority statements** that set the direction for divisions and business lines' efforts over the coming three to five years. These priorities are supported by activities that will contribute to the realization of the defined priorities.

The priority statements and associated activities described in this document are focused on the transformation and modernization of the organization.

They are meant to complement the **operational strategic priorities** that are the key focus areas for police service delivery. Those operational priorities are:

- [Serious and organized crime](#)
- [National security](#)
- [Youth](#)
- [Indigenous communities](#)
- [Economic integrity](#)

A separate initiative will aim to review these current operational strategic priorities.

# Achieving the Strategic Vision

This organization-wide Strategic Plan provides a solid framework for all provincial, territorial, municipal, and business line plans. These sub-plans are critical in translating the priorities identified in this document into provincial, territorial, municipal or business line specific operational priorities and activities that align to the broader vision for the RCMP. This includes working with key partners including provincial, territorial, municipal governments and Indigenous communities and other stakeholders in our contract jurisdictions to identify and address key issues in the local environment such as protecting vulnerable persons and rural crime. The organizational strategic planning process will develop the alignment between plans and how results will be measured to ensure the intended results are achieved. Strategic planning within the RCMP will be established as a cyclical process focused on continuous improvement.

Over the coming three to five years the RCMP will move towards executing the activities that are tied to the priority statements in order to realize the desired outcomes of Vision 150 and continue our modernization journey.

## Outcomes



Departmental Results Framework (DRF)

Vision 150 Outcome Model

## Priority Statements



13 statements aligned to the Pillars of Vision 150

## Operational Strategic Priorities



5 Priority Areas guiding our Police Service Delivery

## Activities



The collection of activities that includes those identified within this plan, those undertaken by business lines and the RCMP's front-line service activities



# Priority Statements

By focusing efforts and resources on our stated priorities, the RCMP will be able to advance the activities that will modernize our operations and service delivery, enhance support to our people and continue to positively affect our culture. By executing these priorities, the RCMP will be able to realize the desired

changes within the four pillars of Vision 150, and ultimately the desired organizational outcomes.

For details on the activities associated with each priority statement, please refer to the [Vision 150 Tracker](#).



## Prioritization

The priority statements were set using a methodology involving extensive analysis of proposed activities, stakeholder engagement, a prioritization survey, executive challenge sessions and a review of feasibility and budgeting.

### Outcomes



The RCMP is a healthy and inclusive organization that provides modern policing services







RCMP culture is characterized by respect for diversity and the contributions of all employees



Employees, communities, partners and other stakeholders have trust and confidence in the RCMP

### Priority Statements Aligned to Vision 150 Pillars

 <p><b>Our Culture</b></p>	Address and prevent issues of workplace violence and harassment	Advance the RCMP's position as an equitable, diverse and inclusive workplace	Expand the use of Gender-based Analysis Plus (GBA+)	
 <p><b>Our People</b></p>	Modernize RCMP leadership including advancing Character Leadership	Develop and implement Mental Health & Wellbeing Strategy	Modernize recruitment and HR service delivery models	
 <p><b>Our Stewardship</b></p>	Enable effective use of evidence-based decision-making	Transform fundamental business technology	Increase operational effectiveness through modern governance practices and increased accountability	
 <p><b>Our Policing Services</b></p>	Address issues of trust	Modernize operational tools and technologies	Increase community integration and partnership	Enhance collaboration with key partners to improve investigative effectiveness

# The RCMP of 2023 and beyond

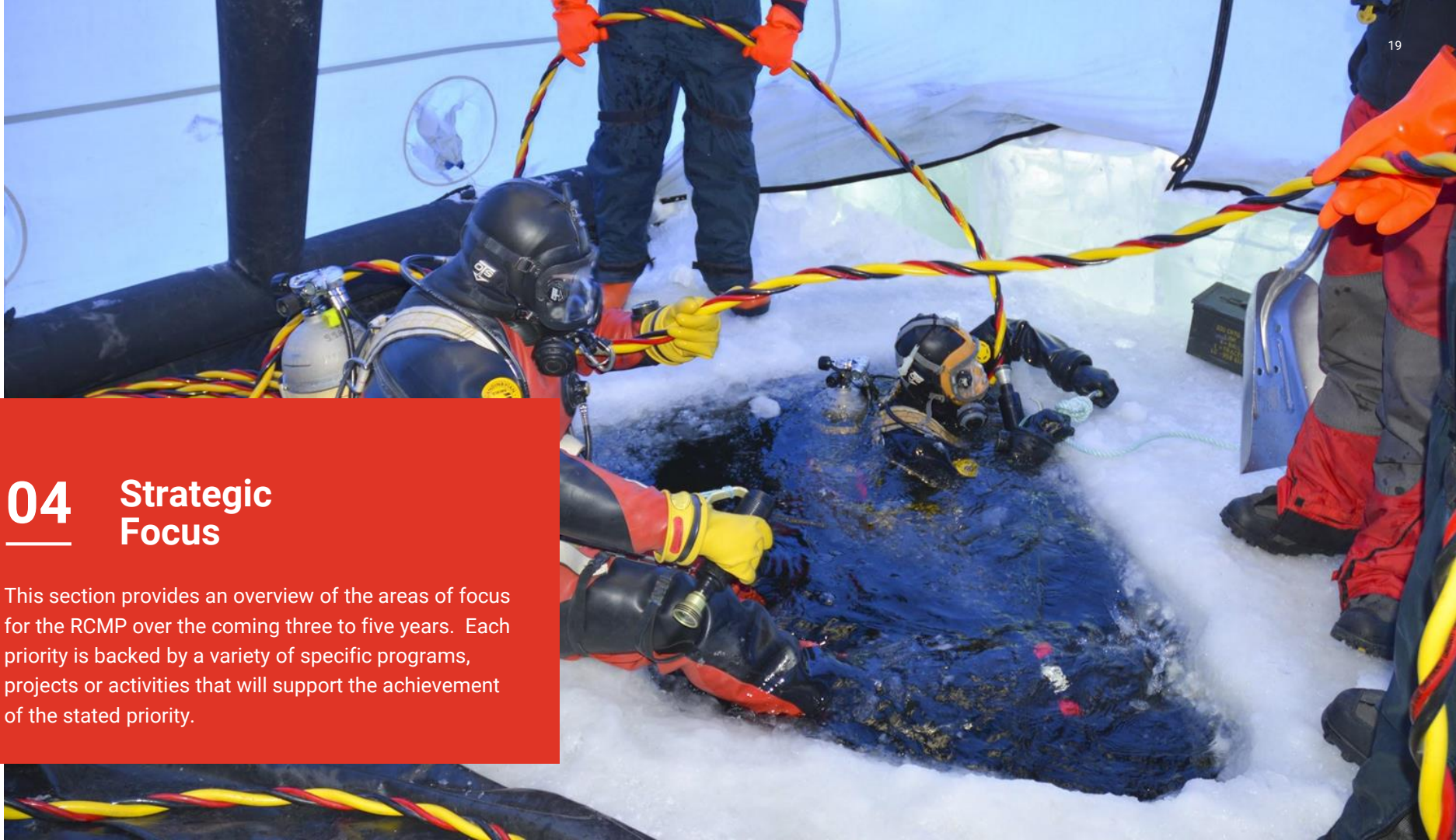
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The true value of the RCMP's Strategic Plan will be evident through the positive difference it makes to all RCMP employees and to people in Canada. As a means of presenting the RCMP's vision of how the organization will evolve over the coming years, Role Profiles are being developed to tell the story of our modernization journey. These Role Profiles will communicate how the lives and jobs of individuals in the RCMP, and the population we serve, will change as a result of achieving our modernization objectives.

The Role Profiles will act as a tool to demonstrate the positive effects that will be experienced through the advancement of the priorities outlined in this Strategic Plan. Each Role Profile will have a Day-in-the-Life narrative to outline the most significant changes and improvements the strategic focus will bring. The Role Profiles will be available as a complementary document to this plan in Spring 2021.

They present the vision of how the RCMP of 2023 and beyond will look for its personnel and the population it protects.





## 04 Strategic Focus

This section provides an overview of the areas of focus for the RCMP over the coming three to five years. Each priority is backed by a variety of specific programs, projects or activities that will support the achievement of the stated priority.



# Our Culture

Achieving a modern, trusted and inclusive RCMP

Advancing positive culture change is at the core of the RCMP modernization mandate. Culture is not any one thing, but rather the sum of how we act as an organization; it is how people are treated, the way we manage operations, how we interact with communities, and the approach we take to – decision-making.

Understanding and changing an organization's culture is a long-term endeavour requiring attention on multiple fronts, including the advancement of the RCMP as a diverse and inclusive employer, and expanding the use of Gender-based Analysis Plus ([GBA+](#)) throughout the organization. GBA+ ensures the routine consideration of how diverse groups of people will experience RCMP policies and services.

A decade of reviews identified challenges in RCMP culture linked to experiences of harassment and discrimination. Much of the focus centred on necessary changes to the harassment resolution regime. But as reports also noted, culture change requires addressing root causes – changing the organizational norms that create the foundation for how people are treated and how decisions are made, at all levels.

Some of the highest-priority activities to be completed pertaining to **Our Culture** are:

- **Introduce mandatory Anti-Racism Training for managers and employees**
- **Renew the RCMP Core Values and produce an Organizational Values Statement**
- **Establish an intra-departmental GBA+ network**
- **Complete a survey and inventory of the RCMP Culture**





## Priorities for Our Culture



### Advance the RCMP's position as an equitable, diverse and inclusive workplace

This priority moves the RCMP beyond compliance with statutory diversity obligations to a holistically inclusive work environment where employees feel valued and respected, and are able to contribute to their full potential, regardless of gender, ethnicity, disability, sexual orientation, age or any other personal attribute.



### Address and prevent issues of workplace violence and harassment

Addressing the RCMP's efforts in developing strategies, policies and processes to prevent harassment and bullying is very important. This priority works to prevent and respond to behaviours that are offensive or potentially harmful to ensure safe interactions among all workplace stakeholders.



### Expand the use of Gender - based Analysis Plus (GBA+)

To understand how diverse groups of women, men and non-binary people may be affected by policies, programs and initiatives, the RCMP will expand the use of GBA+. The RCMP will consider the many identity factors - like race, ethnicity, religion, age, and mental or physical disability - in the decision-making process.



# Our People

Building a healthy, diverse and professional workforce

Fulfilling the RCMP's mandate requires the recruitment and retention of a healthy, diverse, engaged and resilient workforce. This means modernizing how we attract and assess applicants, and taking a proactive approach to ensuring employee wellness, including addressing rates of post-traumatic stress disorder (PTSD) and suicide.

While revising the approach to bringing in new, top talent will be crucial, investing in our current roster of personnel will have the greatest overall impact. Modernizing the RCMP's learning and development function, and transforming the leadership development model will ensure our people are best prepared to excel in their roles.

The People Strategy outlines the overarching approach to support Vision 150 and the RCMP's HR modernization objectives. It weaves together several initiatives to realize a proactive, client-centred approach to HR and People Management. While the People Strategy has HR service delivery as a key focus, it also has effects across the RCMP as it includes a roadmap for preparing the organization for the workforce of the future, and is intended to act as the umbrella for the wide range of transformative work ongoing and planned for modernizing people management.

Some of the highest-priority activities to be completed pertaining to **Our People** are:

- **Implement the RCMP People Strategy**
- **Modernize RCMP Leadership including advancing Character Leadership**
- **Action the Equity, Diversity and Inclusion Strategy**
- **Leverage diverse civilian expertise in criminal investigations**

## RCMP People Strategy

The RCMP defined a People Strategy that follows the Vision 150 framework and outlines the need for substantive changes to the organization's workforce composition, as well as its HR service delivery model in order to optimize support to RCMP operations in Canada and internationally.

The Our People section of this Strategic Plan is reflective of the People Strategy, which documents the overarching vision for human resources modernization and includes a concrete action plan to achieve transformation in three areas:

- Shaping the workforce of the future;
- Modernization of HR approaches and the HR service delivery model; and
- Investment in core programs and systems to improve client and service delivery.

See the **RCMP's People Strategy** for more information.





## Priorities for Our People



### Modernize RCMP leadership including advancing Character Leadership

Paramount to the long-term success of the RCMP is a focus on providing training and professional development aimed at improving job performance, leadership and sensitivity to biases, enabled by technology and development processes.



### Develop and implement Mental Health & Wellbeing Strategy

The RCMP is working to mitigate the physical and psychological stressors that are inherent in police work, while fostering a culture that promotes Mental Health and Wellbeing.



### Modernize recruitment and HR service delivery models

A focus for the organization over the next five years will be demonstrating to current staff and potential recruits that the RCMP is an employer of choice through efforts that retain and attract skilled staff.



## Our Stewardship

Supporting a well-functioning organization through effective governance and evidence-based decision-making

In the nearly 150 years of serving Canada, the RCMP has built a reputation for excellence in operations and the ability to mobilize and deliver services quickly and effectively; however, overall governance has not kept up with modern best practices to support evidence-based decision-making, strategic priority setting, accountability and performance measurement.

The RCMP is striving to enhance governance through increased management expertise, tiered decision-making, a streamlined organizational structure, and leveraging outside expertise on management and modernization. Increasing transparency and accountability will be key factors in increasing public trust.

As part of the RCMP's commitment to transparency, the RCMP now discloses information on police intervention, and on calls for service including mental health and wellness calls, and RCMP employee diversity statistics.

Some of the highest-priority activities to be completed pertaining to **Our Stewardship** are:

- **Deploy an Enterprise Geospatial Information System (EGIS)**
- **Modernize the RCMP Information Management (IM) Program**
- **Transform the Annual Performance Planning System and planning process**
- **Continue to leverage external expert advice including from academia and the Management Advisory Board and our Contract Management Committee**
- **Continue to develop and implement the Insider Threat Program**







## Priorities for Our Stewardship



### **Enable effective use of evidence-based decision-making**

The RCMP will support the decision-making process for operations, programs, practices and policies with use of factual evidence and intelligence from the field.



### **Transform fundamental business technology**

The RCMP will enhance business processes through the application of data, technology and information to achieve organizational goals.



### **Increase operational effectiveness through modern governance practices and increased accountability**

The RCMP will improve corporate operations to support long-term planning and life-cycle management, structured budget allocations and strengthened governance practices to better meet organizational mandates.



# Our Policing Services

Keeping Canada safe through leading-edge policing

The RCMP plays a unique and multi-faceted role at the municipal, provincial/territorial, national and international levels. Our success relies on strong partnerships with diverse communities, governments and partner agencies to ensure coordinated and effective service delivery to address local priorities.

As the threat environment constantly evolves and crime becomes borderless, the organization must continually adapt and work to equip personnel with the tools they need to perform their duties safely and effectively.

Being ready to respond to large-scale planned and unplanned events is a hallmark of the RCMP. Recent examples include the 2018 G7 Summit in Charlevoix, major forest fires in British Columbia and flooding in the Saint John River Valley. RCMP personnel have demonstrated this readiness in recent years. More recently, the RCMP's preparedness and flexibility has been demonstrated during the global COVID-19 pandemic.

Technology is at the core of modern policing. This means ensuring the RCMP has the skills and capabilities to detect, prevent and disrupt cyber threats, transnational crime and threats to national security. It also means leveraging technology to better connect to partners, communities and the front-line.

Some of the highest-priority activities to be completed pertaining to **Our Policing Services** are:

- **Update the RCMP's crisis intervention and de-escalation tools and training**
- **Execute the Digital Policing Strategy**
- **Support greater integration with community, health, and social service agencies**
- **Implement National and Divisional Reconciliation Strategies and the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice**
- **Implement business solutions to modernize the Automated Criminal Intelligence Information System (ACIIS)**
- **Procure and evaluate a rapid DNA instrument**

## Reconciliation and the RCMP

Reconciliation with Indigenous Peoples, including the over 1,900 Indigenous RCMP employees, is of vital importance for the RCMP. From the creation of the Northwest Mounted Police in 1873, the history of the RCMP and the role it played in colonization has been interwoven with First Nation, Inuit and Métis peoples.

Rooted in trust, reconciliation is a long-term commitment and requires a community driven approach, anchored in truth-telling, and guided by the principle "nothing about us, without us". Activities to promote healing, relationship building, and trust align with the Truth and Reconciliation Commission Calls for Action and the Inquiry on Missing and Murdered Indigenous Women and Girls Calls for Justice. Engagement and key actions in support of reconciliation include:

- Developing National and Divisional Reconciliation Strategies to strengthen trust and transparency
- Partnering with Indigenous women's groups to raise awareness and prevent violence against women and girls
- Increasing RCMP referrals to Restorative Justice to address the harm caused by crime
- Creating an Office for RCMP-Indigenous Collaboration, Co-development and Accountability as a place to collaboratively identify solutions to policing issues in Indigenous communities.



# Priorities for Our Policing Services



## Address issues of trust

The RCMP will address issues of public confidence and the requirement for increased accountability. Openness and transparency will foster trust and respect for policing efforts and increase community cooperation.



## Modernize operational tools and technologies

The RCMP will supply new technology and equipment to support front-line officers in the conduct of their duties. The RCMP will pursue modernization through selection of hardware, software and other policing technology solutions.



## Increase community integration and partnership

The RCMP will partner with community-based organizations to find local solutions to prevent crime and victimization. The focus will be to advance reconciliation, increase community safety and reduce crime through community level partnerships and by leveraging local leadership.



## Enhance collaboration with key partners to improve investigative effectiveness

The RCMP will enhance collaboration and information sharing with partners through advances in technology and process improvements. These advancements will enable better investigative capabilities for all stakeholders.

# 05

## Implementation Challenges, Risks and Mitigation Efforts

Delivering on our ambitious yet crucial strategy will not be easy. It will take the dedication of all of our employees to ensure our outcomes are achieved. In order to prepare for delivery, this section outlines six key implementation challenges to be considered going forward.



# Corporate Risks and Strategic Plan Activities

A Corporate Risk Profile has been completed for the RCMP to identify key risks that have both a high chance of occurring and high potential to affect the RCMP and its modernization efforts. The strategic plan and the associated activities and initiatives have been designed to mitigate these risks. For more information refer to the [RCMP Corporate Risk Profile](#).

## Recruitment, Retention & Modernized Skillsets



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.

## Expanding Commitments



Risk that the RCMP's commitments continue to expand without sufficient resources, impeding its ability to deliver on priorities and core services.

## Infrastructure & Systems



Risk that the RCMP's IT infrastructure, systems and applications will become increasingly inadequate to support the administrative and operational requirements of the organization.

## Technology



Risk that the RCMP may not have the technology to sufficiently combat the changing nature of crime.

## Employee Wellness



Maximize opportunities to promote and optimize employee wellness as well as support employees who experience stress, trauma or serious injury as a result of the nature of policing work and the environments in which they operate.

## Strategic Decision-Making



Risk that the RCMP's priority setting and business planning are insufficient to support strategic decision-making.

## Transformation Resistance



Risk that the RCMP will encounter resistance and obstacles in the realization of transformative efforts to support policing of the future.

## Intelligence & Information Sharing



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.

Risk Rating



High



Medium High



Medium

# Implementation Challenges, Risks and Mitigation Efforts

Vision 150 and Beyond outlines many important activities to focus on over the coming years. Delivering on these activities will lead to highly consequential, positive outcomes for the organization and our stakeholders. That said, doing so will involve challenges that should be considered in advance and mitigated where possible.



## Adaptability of the RCMP's Strategic Plan

Using the Environmental Scan to shape its priority statements and refining these priorities based on the evolving operational environment will ensure that the Strategic Plan remains adaptable and relevant year over year.



## Embedding Strategic Planning in the RCMP's standard practices

Understanding that any given strategic plan is a point-in-time exercise when it is first released, it should be adequately embedded throughout the organization to ensure adherence and adaptability.



## Governance, Ownership and Accountability

Executing the stated priorities expressed in this plan will require sufficient governance oversight, as well as appropriate implementation, ownership and accountability.



## Open and Transparent Collaboration and Engagement

Business lines owning and executing priority statements must communicate needs or obstacles early and often to internal collaborators, contract partners and other stakeholders.



## Using Benefits Management to Continuously Improve

Leveraging the RCMP's robust performance measurement frameworks in the Departmental Results Framework (DRF) and the Vision 150 Outcome Model, along with associated Benefits Management will enhance execution and adaptability.



## Monitoring and Mitigating Corporate Risks

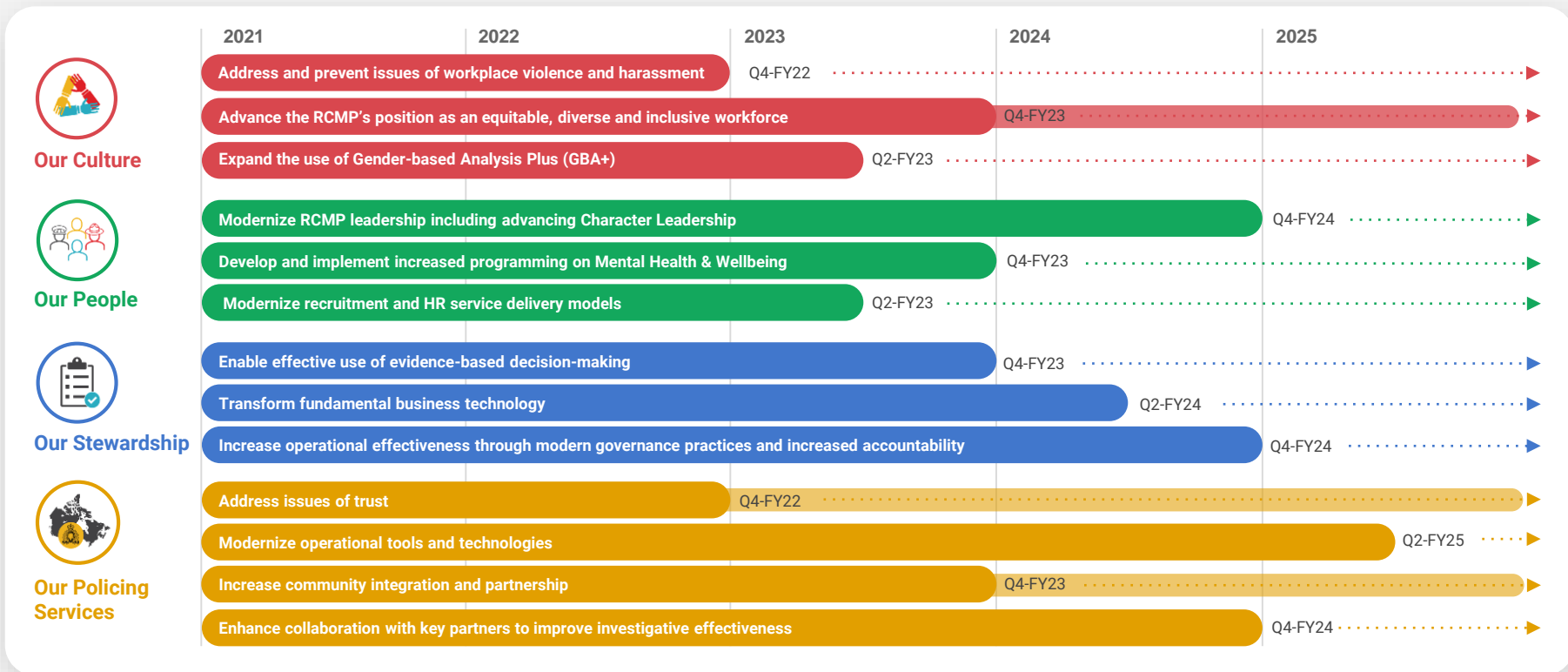
Utilizing the RCMP's 2020 Corporate Risk Profile in execution planning will ensure key corporate risks are addressed and mitigated throughout the modernization mandate.

## 06 **Implementation Timeline**

This overview provides a guide for when priorities will be addressed. As new initiatives are developed, the timeline may change. A number of priorities will continue in perpetuity.

# Implementation Timeline

The graphic below outlines the high-level timeline for current initiatives advancing each of the 13 priority statements. Priorities such as building trust, advancing partnerships, and being a diverse and equitable organization will continue in perpetuity. Additional initiatives will be developed and will change the timelines for some priorities; for details on key activities please see the [Vision 150 Tracker](#).







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