

Royal Canadian Mounted Police

2023-24

Departmental Plan

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



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

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Departmental Plan 2023-24

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From the Minister

As Canada's Minister of Public Safety, I am pleased to present the Royal Canadian Mounted Police's (RCMP) Departmental Plan for the 2023-24 fiscal year.



This year, the RCMP is marking 150 years of service to Canada. This significant milestone is an opportunity for the RCMP to reflect on all aspects of its complex history and its evolution as a respected Canadian icon. As it recognizes this anniversary, its top priority is to be the modern, inclusive and healthy organization that its employees and all residents of Canada expect. This means continuously finding ways to take better care of its employees, treating all those it serves with dignity and respect, and carrying out its policing services in ways that build trust and confidence. This will ensure it can effectively fulfill its primary mandate, which is to keep communities safe.

In the 2023-24 fiscal year, the RCMP will continue to focus on the highest threats to public safety in Canada, including ideologically motivated violent extremism and enhancing partner collaboration to effectively address the threat that foreign actor activity poses in Canada. It will also address operational priorities, such as cybercrime, major financial crime and fraud, the opioid crisis, cross-border smuggling of drugs, humans and firearms, and RCMP roles and responsibilities in Canada's Arctic.

Progress will also continue on long-term culture modernization. Work will continue to externalize the Independent Centre for Harassment Resolution, to ensure harassment investigations reside outside of the chain of command. The RCMP will also engage internal and external stakeholders and experts to determine the best approach to increase the consistent application of conduct measures when misconduct is established, and to ensure it is in line with the latest jurisprudence in Canada.

To improve transparency and accountability, and to respond more effectively to concerns from diverse communities, the RCMP will roll out body-worn cameras to front-line officers. Additionally, a policy and analytical framework will also be developed for the collection, analysis and disclosure of race-based data. The RCMP will also continue to work closely with the Management Advisory Board and leverage its advice in support of the effective management and administration of the RCMP.

A modern RCMP is reflective of the communities it serves. To this end, and to further engage with young people from racialized and Indigenous communities, the RCMP will invite 32 racialized youths to the RCMP's training facility for three weeks this year. In addition, the

development and anticipated roll-out of the Diverse Inclusive Cadet Experience Program is one of several targeted recruitment initiatives that will be explored as the RCMP works to further diversify its workforce.

I look forward to working with the dedicated employees of the RCMP on implementing these important commitments to protect the safety and security of all people in Canada.

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

Plans at a glance

Modernization Efforts

In 2023-24, the RCMP will:

- work closely with the Minister of Public Safety to advance the commitment to enhance engagement with the Management Advisory Board and leverage its advice in support of the effective management and administration of the RCMP, and to enhance oversight and accountability;
- ensure employee compliance in completing the mandatory Uniting Against Racism training course;
- develop the RCMP's next multi-year strategic plan;
- finalize the implementation plan to support a national roll-out of Recruitment Evaluation Centres, where candidates will be assessed on modern characteristics and attributes through a number of simulations, exercises, fitness testing, and interviews in a face-to-face environment;
- measure and report on the progress of its first-ever Accessibility Plan for identifying, removing, and preventing barriers to accessibility;
- develop a policy and analytical framework for the collection, analysis and disclosure of race-based data;
- work to further implement Government of Canada guidance on the collection and display of gender information to support the respect, inclusion and personal safety of transgender, non-binary and two-spirit people, while respecting privacy requirements;
- continue to work towards implementing the Commissioner's mandate letter commitment to accelerate the externalization of the Independent Centre for Harassment Resolution;
- fully operationalize its new core values;
- engage internal and external stakeholders and experts to assess how to best increase the consistent application of the conduct measures that follow a formal finding of misconduct;
- implement procedures to conduct conscientious procurement and support the minimum target of 5% of the total value of contracts awarded to Indigenous businesses;
- develop Operational Fleet Decarbonization Plans for its on-road land and marine fleets, outlining pathways to reduce greenhouse gas emissions in line with the overall 2050 target; and,
- table its Departmental Sustainable Development Strategy in Parliament by November 2023.

Operational Efforts

In 2023-24, the RCMP will:

- in collaboration with the Ontario Provincial Police, continue to lead the Canadian Integrated Response to Organized Crime’s Fentanyl Strategy;
- implement a national strategy to enhance the education and understanding of the threat of Ideologically Motivated Violent Extremism actors;
- continue to work with partners to effectively address the threat that foreign actor activity poses in Canada;
- undertake a full realignment of its Federal Policing resources to better align with the highest threats and allow for a more agile response to emerging threats;
- monitor the web/dark web to combat the illicit sale and purchase of three dimensional printed firearms and parts;
- develop a strategy to respond to the increased use of cryptocurrency in criminal investigations;
- assess the RCMP’s ability to address serious fraud, and examine how to potentially include components of asset recovery in financial crime investigations;
- create an RCMP Arctic Strategy, which will outline the RCMP’s roles and responsibilities in the Arctic, its strategic and operational objectives, as well as its plans for truth and reconciliation in the North;
- roll out new online services for firearms licences, including minor and business licences;
- update forensic laboratory systems and modernize lab workflows to reduce internal processing delays;
- implement a robust insider risk program that will include a portal to report security breaches and manage security events;
- implement a new secure cybercrime portal to exchange information with law enforcement agencies and allow the public to report cybercrime and fraud;
- continue to advance the procurement of a new pistol, as well as less lethal intervention items such as an updated conducted energy weapon and lightweight body armour;
- roll out body worn cameras across Canada to improve transparency and accountability, and more effectively respond to concerns from racialized and Indigenous communities; and,
- implement Blue Force Tracking capabilities to all operational police officers, which will allow for real-time tracking of police officers while they are outside of their vehicles.

For more information on the RCMP’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Federal Policing

Description

Federal Policing addresses the most serious and complex criminal threats to the safety and security of Canadians and Canadian interests, including democratic institutions, economic integrity, and physical and cyber infrastructure. Through Federal Policing, the RCMP prevents, detects, and investigates national security, 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.

Planning highlights

During 2023-24, Federal Policing will develop a new Federal Policing Strategic Plan to provide a shared understanding of the priorities and key initiatives within its broad law enforcement mandate. This plan will align with the RCMP's next multi-year strategic plan. Federal Policing will also continue to work with other government departments, external review bodies and operational counterparts to develop strategies, enhance policies and agreements, and advance partnerships and collaboration to address the priorities identified in its 2020-23 Federal Policing Strategic Plan. These priorities support Federal Policing's core mandate of keeping Canada and Canadian interests safe and secure against serious and complex criminal threats.

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

Federal Policing Investigations

Federal Policing will continue to investigate criminality as part of its three priorities:

- **National Security:** This priority focuses on criminal activities that threaten Canada's national security through terrorism, espionage, sabotage, or subversion. The key targets under this priority are terrorism and foreign interference activities.
- **Transnational and Serious Organized Crime:** This priority focuses on criminal activities that cross international and/or provincial borders, carried out by organizations, networks, or entities that use Canada as a destination, transit point, or safe haven. The

key target activities under this priority are organized crime, money laundering, and border integrity.

- **Cybercrime:** This priority focuses on cyber-enabled crimes by domestic or international cybercrime networks and actors who are targeting Canadians or Canada's critical infrastructure. The key target activities under this priority are transnational and serious organized crime, cyber-enabled criminal activity and foreign interference.

As part of its national security priority, the RCMP will:

- implement a plan to effectively assess and mitigate potential threats involving Canadians citizens who were detained in Internationally Displaced Persons camps or prisons in Syria and returned to Canada;
- implement a national strategy to enhance the education and understanding of the threat of Ideologically Motivated Violent Extremism actors; and,
- continue to work with both domestic and international partners, as well as public and private stakeholders, to effectively address the threat that foreign actor activity poses in Canada.

As part of its transnational and serious organized crime priority, the RCMP will:

- solidify partnerships with anti-money laundering regime partners to identify operational responses against the most serious money laundering threats in Canada;
- enhance its capability to support the enforcement of potential *Special Economic Measures Act* actions, as guided by Global Affairs Canada;
- enhance its partnerships with provincial Securities Commissions to work together in protecting investors from fraudulent practices;
- develop a strategy to respond to the increased use of cryptocurrency in criminal investigations, assess the RCMP's ability to address serious fraud, and examine how to potentially include components of asset recovery in financial crime investigations;
- create an RCMP Arctic Strategy, which will outline the RCMP's roles and responsibilities in the Arctic, its strategic and operational objectives, as well as its plans for truth and reconciliation in the North;
- align its resources to ensure that the Border Integrity Program is well positioned to respond to the changes and risks associated to irregular migration;
- continue to strengthen its strategic and operational partnerships with U.S. cross-border law enforcement partners to identify common priorities and threats, and to allow for engagement on best practices to prevent and disrupt these activities;
- in collaboration with the Ontario Provincial Police, continue to lead the Canadian Integrated Response to Organized Crime's Fentanyl Strategy, with the goal of making the strategy intelligence-led, partnership-based and operationally focused;

-
- continue to coordinate domestic law enforcement actions and support international partners in enforcement activities to disrupt the use of Hardened Secure Communications to facilitate criminal activity; and,
 - raise awareness of the judicial challenges surrounding Hardened Secure Communications, seek support for legislative changes in order to regulate encrypted communication in Canada, and develop organizational expertise and investigative standards on this topic to successfully disrupt transnational organized crime.

As part of its cybercrime priority, the RCMP will:

- work closely with its international policing partners through its participation in an international project to disrupt the cybercrime ecosystem through campaign plans.

To support federal investigations and those who contribute to them, the RCMP will:

- continue to be available to protect witnesses who have contributed to federal investigations through its Witness Protection Program; and,
- continue reviewing, analyzing and interpreting complex data through the use of hardware and software tools by highly specialized personnel.

Federal Policing Intelligence

Federal Policing's intelligence program will continue to provide strategic and tactical analysis to support investigations and awareness for the RCMP and its domestic and international law enforcement partners. In 2023-24, the program will:

- enhance the RCMP's intelligence function by advancing its IM/IT capabilities, developing national standards, policies and formal training, and establishing a governance framework;
- develop intelligence products and probes, including National Operational Pictures and Snapshots, on high-priority threats, as well as develop intelligence reports in support of Government of Canada Horizontal Initiatives and commitments;
- build upon outreach activities with both domestic and international partners and stakeholders working in the law enforcement, security and intelligence communities;
- elevate the RCMP's international capability by expanding the Global Initiatives footprint and delivering intelligence analysis training through capacity building projects, and by developing an International Human Source Handling and Recruitment capability;
- update national-level intelligence standards and training to create and sustain subject matter expertise that supports and advances Federal Policing goals and objectives and, develop an Intelligence Analyst Career Path for analysts in the RCMP; and,

- integrate specialized Intelligence Officers into major projects and Joint Forces Operations to enable the transition of intelligence to operations.

Federal Policing National Governance

In 2023-24, Federal Policing will undertake a full realignment of its resources to better align with the highest threats and allow for a more agile response to emerging threats. Federal Policing will focus on its people by enhancing leadership and employee development through online and in-person learning opportunities, while working towards a comprehensive training program for Federal Policing resources. Ongoing work to improve information technology and to integrate administrative and operational data is also a priority during 2023-24.

International Operations

In 2023-24, Federal Policing will continue implementing its vision for the RCMP's international capability with a view to prevent and disrupt criminality overseas before it impacts Canadians and their allies at home. New processes and mechanisms to better integrate intelligence into planning and decision-making will enhance Federal Policing's stewardship of the international network. Preparation for new international posts beginning in 2024-25 will also lay the groundwork for a significant modernization of its overseas footprint. The development of new specialist capabilities abroad, in partnership with different RCMP program areas, will better position the international network to drive high-impact operations for years to come. Canada's global crime prevention interests will also be advanced through new capacity building projects that counter terrorism in the Asia Pacific, Western Africa and Sahel regions, as well as migrant smuggling in Mexico and Colombia.

Consistent with these goals, the RCMP, through the Canadian Police Arrangement, will continue to deploy peace operations to secure fragile and conflict affected states around the world, especially in Ukraine, Haiti, and west Africa. In doing so, aligned with Canada's feminist foreign assistance policy, the RCMP will work to advance the role of women in peace and security globally. Duty of care of deployed personnel in over 40 countries will continue to be front and centre as Federal Policing works to deliver on the vision of building a world-class suite of international capabilities protecting Canada from transnational threats beyond our borders and advancing Canadian policing interests globally.

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 will continue to deliver protective policing for significant government-led events, designated sites, and for persons identified in RCMP regulations and designated by the Minister of Public Safety. It will also continue to provide specially trained RCMP officers onboard selected Canadian-registered aircraft. The organization will continue to modernize protective operations through the implementation of operational and governance modifications, such as:

- continuing to support the Minister of Public Safety's mandate commitment of bolstering the security of ministers and Parliamentarians;
- developing, with key internal stakeholders, a training program that will allow for the entry of new cadets directly into the Protective Policing program; and,
- ensuring that its resources across the country are aligned with operational demand.

Gender-based analysis plus

The RCMP International Special Services program will continue to advance a number of initiatives in support of the RCMP's Equity, Diversity and Inclusion Strategy, such as:

- raising awareness and promoting access to mandatory diversity, cultural and anti-racism training;
- making diversity a cornerstone in its recruitment efforts; and,
- building on progress made in the representation of women deployed overseas.

In order to understand the implications of diversity in government policy and procedures, all RCMP International Police Peacekeeping and Peace Operations Program personnel will continue to take Women and Gender Equality Canada's online Gender-Based Analysis (GBA) Plus training.

In the same vein, to enhance the ability of Canadian police officers to deliver gender-sensitive programming, the goals of the [Women, Peace and Security](#)ⁱ agenda will continue to be a key subject for all RCMP pre-deployment International Police Support Operations Training sessions for deploying officers. These sessions include topics on gender roles, gender mainstreaming and GBA Plus, and Women, Peace and Security commitments.

The Witness Protection Program continues to apply 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 members 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 Police Peacekeeping and Peace Operations Program activities are shaped by robust gender-based analysis and are tailored to advance the Women, Peace and Security agenda. In 2023-2024, the program will contribute to the development of the new Canadian National Action Plan on Women, Peace and Security (CNAP 3). It will also work to deploy a diverse cadre of personnel on missions, with a goal to meet or exceed the UN established targets for the participation of women police officers in international peace operations.

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

- The RCMP continues to support the [Elsie Initiative for Women in Peace Operations](#)ⁱⁱ by working with the Zambia Police Service to establish bilateral technical assistance and training initiatives. This will assist capacity efforts to train women security sector professionals and increase the deployment of women to international peace operations. Work on this project is ongoing and the RCMP will continue to support the full and meaningful participation of women peacebuilders.

Innovation

Federal Policing is committed to building and maintaining specialized investigative capacity that is responsive to the changing nature of its operating environment. To improve the efficiency and effectiveness of its investigations, Federal Policing is modernizing its efforts on recruiting, training and retaining a diverse and skilled workforce through the Civilian Criminal Investigator Project. The project targets the recruitment of public servants with diverse backgrounds and specialized expertise necessary for civilian criminal investigator roles. In 2023-24, the project will continue the business transformation needed to ensure the sustainable integration and retention of civilian criminal investigators into Federal Policing. A recruitment strategy, onboarding process and training program continue to be refined to meet Federal Policing's operational demands.

In 2023-24, Federal Policing will continue implementing its vision for the RCMP's international capability with a view to prevent and disrupt criminality overseas before it impacts Canadians and their allies at home. New processes and mechanisms, such as the Joint International Threat Assessment and the Integrated Network Review to better integrate intelligence into planning and decision-making, will enhance Federal Policing's stewardship of the international network.

The Witness Protection Program will continue to explore and implement various initiatives to further improve its service to protectees, such as exploring new technologies to facilitate safe and effective communication with them.

Federal Policing Covert Operations is looking to implement digital notetaking for operations and SharePoint as a means of coordinating, and collaborating more closely, with the divisions.

Federal Policing's Serious and Organized Crime branch will continue to build on its effective data collection systems to make well-informed decisions and support operations by:

- developing an Open Source Intelligence Lead Analyst portfolio; and,
- increasing its technical specialization in Hardened Secure Communications software/hardware specifications and the required data analysis.

Key risks

Federal Policing is continually working to keep pace with the ever-evolving criminal threat environment, particularly with understanding and adapting to technology that supports criminal activity. The risks to the safety and security of Canadians now extend to insidious and covert threats to economic, democratic, environmental, and social well-being. With such a broad and demanding mandate, and in light of the urgent resources required to respond to these demands, Federal Policing must prioritize its work and transform its governance structure to operate as a modern, centralized national program. Specifically, the inability to attract and retain employees with specialized skills, such financial crime and cybercrime expertise, within a reduced labour market poses a great risk to Federal Policing's operational effectiveness. Federal Policing will continue to implement innovative strategies to mitigate that risk, such as the recruitment of a diverse and modern workforce.

From the perspective of international peace operations, there are two key risks to program delivery:

- Recruitment pressures across Canadian law enforcement make it a challenge to attract suitable police officers to participate in peace operations abroad; and,
- Rising insecurity and instability in certain fragile and conflict-affected states diminishes the RCMP's capacity to operate in some peace operations missions due to an unacceptable level of risk to the duty of care of police personnel. By extension, this also makes it more difficult to recruit police officers.

Planned results for Federal Policing

The following table shows, for Federal Policing, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Canada and Canadian interests are safe and secure against serious and complex criminal threats	Percentage of cleared Federal Policing-led files that were cleared by charge	TBD ⁱⁱⁱ	March 31, 2024	Not available ^{iv}	Not available ^v	Not available ^{vi}
	Degree to which Federal Policing disrupted criminal activities and networks domestically and abroad	At least 3	March 31, 2024	Not available ^{vii}	Not available ^{viii}	Not available ^{ix}
	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	75%	March 31, 2024	76%	62%	59%
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 ^x	Percentage of Federal Policing Partners and Stakeholders who agree with the statement, "Protective Operations contribute to keeping the public and Canadian Interests safe"	TBD ^{xi}	March 31, 2024	Not available ^{xii}	Not available ^{xiii}	Not available ^{xiv}

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

Planned budgetary spending for Federal Policing

The following table shows, for Federal Policing, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
1,029,516,722	1,029,516,722	1,026,809,275	1,028,014,863

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).^{xvi}

Planned human resources for Federal Policing

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
4,982	4,984	4,965

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).^{xvii}

Specialized Policing Services

Description

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

Planning highlights

The 2021-26 Specialized Policing Services Strategic Plan provides a vision for evolving, modernizing, and continuously improving industry leading policing services. Throughout the year, Specialized Policing Services will support initiatives to achieve the outcomes set out in its strategic plan, which are aligned with the RCMP's broader Vision 150 and Beyond strategic plan.

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 2023-24, the program will focus on improving law enforcement partner knowledge of firearms investigative procedures, as well as enhancing partner access to investigation supports. The program will engage with partners and stakeholders to integrate data and intelligence in its operations, and raise awareness on the value of firearms tracing. The program will also work with the National Cybercrime Coordination Unit to monitor the web/dark web to combat the illicit sale and purchase of three-dimensional printed firearms and parts.

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. In support of this outcome, the program will improve access to firearms regulatory services and will ensure timely and accurate information dissemination. Initiatives throughout the reporting period will include the national roll-out of new online services for licences, including minor and business licences, as well as the migration of existing online individual and business services to the new platform. It will also continue the implementation of new restrictions on the transfer of handguns to exempt

individuals^{xviii}. The program will also continue implementing the Canadian Firearms Digital Services Solution to improve user experiences and automate certain client facing services, all in an effort to find efficiencies and modernize systems.

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 the coordination and prioritization of targeting decisions 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 further developing the capabilities of its workforce.

In support of these outcomes, the program will strengthen the integrated threat assessment process, refine common threat criteria, and increase visual representation of data in intelligence products. Workflows will be enhanced and automated to bolster data collection and analysis, which will include applying modern equity, diversity, and inclusion principles. Additionally, the program will continue to work with the Information Management and Information Technology (IM/IT) program to develop a new intelligence system for serious and organized crime.

Forensic Science and Identification Services

During the reporting period, Forensic Science and Identification Services will improve its data collection systems and processes, the timeliness of forensic service and security screening capabilities, as well as overall workforce capacities and capabilities. In support of these outcomes, the program will concentrate its efforts on several initiatives, which include:

- implementing updates to the Laboratory Information Management System and using modern information management principles;
- putting into practice modernized workflows to reduce internal processing delays;
- expanding partnerships, capacity, and submissions into the Canadian Integrated Ballistics Identification Network to help correlate cases and improve response times; and,
- training staff to implement new DNA software, which will assist with the interpretation of complex DNA mixtures.

Canadian Police College

The Canadian Police College is committed to meeting the evolving training needs of the law enforcement community. During the reporting period, the College will work to increase specialized knowledge and skills, while improving learning accessibility and delivery options. To do this, the College will:

- seek out strategic partnerships with academia and communities of practice to enhance its profile as a knowledge hub for policing in Canada;

- collaborate with police and non-police partners to support a multidisciplinary approach on training activities and needs, academic trends, and course development;
- add more GBA Plus-focused programming where required to meet ongoing Government of Canada strategies;
- onboard a new digital learning platform to broaden client reach and improve overall user experience; and,
- apply best practices stemming from the adjustments made during the COVID-19 pandemic to improve program delivery and overall resiliency of operations.

Lastly, the College will implement the final phase of a scaled cost-recovery model to support long-term financial sustainability, while remaining competitive with similar educational institutions across the country. This will serve to address the rising costs of delivering high-quality training while remaining affordable and accessible to police partners across Canada and internationally.

Sensitive and Specialized Investigative Services

In 2023-24, Sensitive and Specialized Investigative Services will focus on: enhancing law enforcement access to tools and databases; improving collaboration with partners; and, strengthening the capabilities and capacities of its workforce. In support of these outcomes, the National Child Exploitation Crime Centre will:

- identify offenders and victimized children;
- gather and share intelligence;
- engage in operationally relevant research;
- provide support to policing partners; and,
- develop and deploy technological innovations and specialized investigative techniques.

The centre will continue to contribute intelligence and identify victims and offenders in INTERPOL's International Child Sexual Exploitation Database. The National Child Exploitation Crime Centre will also develop new, and expand existing, domestic and international partnerships and private industry collaborations.

Finally, Sensitive and Specialized Investigative Services will continue to prioritize the health and wellness of its employees. Evidence-based tools, techniques, strategies and training sessions will be shared and implemented throughout the year to enhance resiliency and personal growth.

Specialized Technical Investigative Services

Specialized Technical Investigative Services will deliver capabilities to obtain digital evidence, as well as evidence gathered by physical and electronic surveillance, in a lawful and Charter-compliant manner. During the reporting period, the program will: increase access to modern tools, technologies and equipment; improve collaboration with partners and stakeholders; and

enhance program capacity and capabilities, as part of efforts to support RCMP operations. The program will address identified technological gaps, and will examine emerging technology to enhance physical security of assets, protected persons, and the public.

Departmental Security

Departmental Security is foundational to the RCMP's ability to deliver on its mandate. In 2023-24, Departmental Security 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 continue to modernize and adapt to an ever-evolving security landscape. The program will focus on assisting RCMP business lines to achieve their transformation initiatives by understanding the risks of using contemporary technologies, while helping to enable an innovative, agile, connected and digitally engaged police service. Efforts will also support the implementation of a national Facility Security Assessment and Authorization process to ensure the safety and security of personnel, assets and infrastructure.

Additionally, Departmental Security will implement a fulsome and robust insider risk program that will include a Security Event Reporting Program that contains a system-based portal to report security breaches and manage security events.

Operational IM/IT Services

Operational IM/IT Services will continue to advance "The Connected RCMP" Digital Policing Strategy to ensure the RCMP has the right technology to enable and support the impacts of the digital era of policing. At the heart of these efforts will be a focus on digital transformation and modernization to better connect the organization with the communities it serves and its partners. During the reporting period, the program will increase data accessibility, modernize digital workspaces, improve IM/IT maturity, and enhance information systems and processes. More specifically, Operational IM/IT Services will prioritize the implementation of modern digital workspaces (such as Microsoft Teams); IT security operations; public cloud programs; digital collaboration information management; and information technology service management.

National Cybercrime Coordination Unit

The National Cybercrime Coordination Unit will enable Canadian law enforcement to reduce the threat, victimization, and impact of cybercrime on Canadians. In 2023-24, the program will provide:

- support to multinational cybercrime investigations, including intelligence, operational coordination, and internationally deployed resources;
- cyber behavioural analysis for cybercrime investigations; and,

- guidance and access to technical capabilities to Canadian law enforcement.

The program will continue to advance the implementation of the National Cybercrime Solution while working towards full operating capability in 2024. The National Cybercrime Solution is a new information management system that will include a secure portal to exchange and enrich cybercrime data for law enforcement purposes. The solution will also include a public reporting website to allow the public and businesses to report cybercrime and fraud. This will improve Canada's understanding of the nature and extent of cybercrime and fraud, while supporting law enforcement investigations, the Canadian Anti-Fraud Centre, and the National Cybercrime Coordination Unit.

In alignment, the Canadian Anti-Fraud Centre and the National Cybercrime Coordination Unit will continue to:

- finalize the National Cybercrime Fraud Reporting System, including its ransomware reporting stream;
- develop an increased understanding of cybercrime and fraud trends and threats, and expand Canadian law enforcement understanding of the ever-changing cybercrime and fraud landscape;
- engage in coordination and de-confliction activities to align cybercrime investigative efforts across multiple jurisdictions and agencies; and,
- support law enforcement investigation capabilities on the use of cryptocurrency by cybercriminals and fraudsters.

Gender-based analysis plus

- As a part of Departmental Security Governance renewal, GBA Plus will continue to be applied on multiple personnel security processes, including but not limited to security questionnaires, the security screening guide, and security screening processes.
- The Canadian Anti-Fraud Centre and the National Cybercrime Coordination Unit remain committed to applying GBA Plus principles. The program will continue to advance statistical analysis and GBA Plus business intelligence functions to analyze cybercrime reporting and data in Canada. Using a privacy compliant manner, the National Cybercrime Coordination Unit will collect data from reporting Canadians on their gender and identity, Indigenous identity, age, languages spoken, ethnicity and potential heightened risk factors for victimization – such as newcomers to Canada, or those from lower income groups – to help inform policies and operational approaches.
- The Canadian Firearms Program will continue to implement initiatives to address a GBA Plus assessment that identified an opportunity to enhance service delivery to clients, while taking into consideration accessibility issues associated with: age; region of

residence; Indigenous status; people with disabilities; and gender. The program will implement digital-first, multiple-channel service delivery so that clients can interact with the program online, by phone, or by mail. All web services will adhere to existing standards to ensure they are accessible, usable, interoperable, mobile friendly and multilingual. The program will continue to conduct user research and usability testing, with results informing the design and development of online services. A GBA Plus lens will inform the recruitment strategy for user research and usability testing to encourage input from participants across diverse groups.

- Operational IM/IT Services will focus on attracting and hiring designated employment equity groups to increase its workforce representation. Plans include increasing engagement of IT students who self-declare as Indigenous, and advertising employment opportunities to those with disabilities given that the IM/IT Program is implementing a sustainable hybrid work model.

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

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

- Computer science and engineering are still male-dominated fields. Consequently, Operational IM/IT Services will continue to use transparent employment processes and talent management plans to encourage and promote women at all levels to participate and gain equal opportunities for leadership positions.

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.

- Sensitive and Specialized Investigative Services will continue to pursue online child sexual exploitation investigations, identify victims and remove them from abusive situations, and will bring offenders to justice, including those who offend abroad.

Innovation

- The Canadian Firearms Digital Services Solution project, under the Operational IM/IT Services Program, will continue to investigate options for a cloud-based virus-scanning solution, as previously identified solutions were not viable. Automated testing solutions will be explored, with the expectation that these tools will be leveraged for quality control testing for all its applications. Digitizing services and processes will reduce the need for manual data entry, while leveraging automated data validation will enable more efficient decision making. Ultimately, it will further opportunities to explore ways to provide Canadian Firearms Program services to Canadians that are modern, simple, and efficient.

- The Canadian Anti-Fraud Centre and the National Cybercrime Coordination Unit will continue to use experimentation to meet the challenges posed by ever-adapting cybercriminals and fraudsters. The program will continue to develop an agile software to make it easier for Canadians to report that they are a victim of cybercrime and fraud. It will also transform how law enforcement partners exchange and enrich cybercrime-related information with the adoption and continual refinement of the National Cybercrime Solution. Finally, new technologies will be pursued to assist partners with the transfer of large datasets in an encrypted manner, to assist police services with the analysis of data and to search for cybercrime threats such as those linked to phishing attacks.

Key risks

Based on the [RCMP's 2020 Environmental Scan](#)^{xix}, Specialized Policing Services identified several risks and accompanying opportunities to address in the years ahead:

- keep pace with and incorporate technological changes;
- develop a proactive and aligned approach to manage and advance competing priorities;
- attract and retain talent to meet the needs for new and existing skill set requirements;
- develop the workforce to meet evolving technology trends and digital work environments;
- share knowledge and collaborate to improve and develop new technical and operational solutions;
- support transparency and openness with new ideas, tools, and processes;
- coordinate corporate administrative functions and business processes; and,
- obtain funding to ensure long-term program sustainability.

Planned results for Specialized Policing Services

The following table shows, for Specialized Policing Services, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicators	Target	Date to achieve target	2019-20 actual results	2020-21 actual result	2021-22 actual result
Modern specialized police services and technologies support law enforcement and the public ^{xx}	Percentage of forensic laboratory service requests completed within target time, by program:					
	Biology	80%	March 31, 2024	52%	51%	62%
	Toxicology	80%	March 31, 2024	47%	50%	33%
	Firearms and Toolmark Identification	80%	March 31, 2024	86%	66%	82%
	National Anti-Counterfeiting Bureau	80%	March 31, 2024	37%	91%	98%
	Trace Evidence	80%	March 31, 2024	63%	68%	84%
	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" ^{xxi}	80%	March 31, 2024	75%	71%	69%
	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" ^{xxii}	80%	March 31, 2024	Not available ^{xxiii}	Not available ^{xxiv}	72%

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

Planned budgetary spending for Specialized Policing Services

The following table shows, for Specialized Policing Services, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
610,000,207	610,000,207	610,205,670	587,817,590

Financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase^{xxvi}](#).

Planned human resources for Specialized Policing Services

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
4,111	4,136	4,099

Financial, human resources and performance information for the RCMP’s program inventory is available on [GC InfoBase^{xxvii}](#).

Contract and Indigenous Policing

Description

Under the Police Service Agreements, the RCMP provides policing services to the provinces (except Ontario and Quebec) and territories, as well as municipalities and Indigenous communities including through the First Nations and Inuit Policing Program. These services include the general administration of justice, consisting of the preservation of 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.

Planning highlights

Planned Result: The RCMP provides modern contract policing services

Police Intervention and De-escalation

The RCMP will continue ongoing efforts to modernize police intervention training and improve accountability, transparency, and communication surrounding its use of police intervention options. It will also support a full external review of current de-escalation training to ensure the safest possible outcomes for both officers and Canadians. Consultations with diverse groups, including racialized communities, will continue to advance this important priority.

Over the coming year, the RCMP will continue to advance a number of projects related to intervention equipment, including the procurement of a new pistol and less lethal intervention items such as an updated conducted energy weapon and lightweight body armour. With the goal of increased community safety, the RCMP will support investments to increase police officer de-escalation options, knowledge, skills and abilities, while advancing national standards for crisis intervention. Likewise, the national Operational Communications Centre program will undertake a similar review of policies and standard operating procedures used by 911 operators that assist responding officers.

In 2023-24, the RCMP will publish its annual [Police Intervention Options Report](#),^{xxviii} which will outline the RCMP's use of police intervention options in 2022, as well as trends over the last 12 years. In addition, the RCMP will continue to review and evaluate its Critical Incident Program and Emergency Management Program in response to complex critical incidents, natural disasters and major events.

As part of the De-escalation and Crisis Intervention task group, which was established with representation from police services across Canada under the Chiefs of Police National Roundtable, the RCMP and Canadian Association of Chiefs of Police will continue to work

together to standardize and improve police response options and evidence-based training. In 2023-24, the RCMP and the task group will continue moving towards a modern, national standardized use-of-force and crisis intervention model that strengthens the focus on de-escalation, emphasizes preservation/sanctity of life, and increases public awareness of the frequency and complexity of police interactions. It will also promote investments in evidence-based research, policy frameworks and equipment needed for de-escalation and police intervention training across Canada. This work will be grounded in a human-centred approach to policing, focused on preservation of life and duty of care.

Rural Crime

To address rural crime, the RCMP will continue to develop and implement customized initiatives tailored to the unique and diverse characteristics of the communities it serves. The RCMP will also continue to maintain the Rural Crime Reduction Toolbox, which serves as a repository of initiatives and programs implemented by RCMP divisions to address rural crime. In 2023, the RCMP will establish a Crime Prevention/Reduction Community of Practice to enhance the sharing of information across the divisions, and increase knowledge on current and emerging trends in crime prevention and reduction.

Restorative Justice

The RCMP works with federal, provincial, territorial, and regional partners to increase the use of restorative justice, as well as referrals to community and Indigenous justice programs. To achieve its goal of a five per cent increase in referrals to restorative justice programs, the RCMP will increase employee awareness through training, improving connections with local restorative justice agencies, and enhancing RCMP tools and resources, such as referral forms, training, and policies. The RCMP will also continue its joint pilot project with the Department of Justice's Indigenous Justice Program to create strong community-based working partnerships and increase referrals.

National Traffic Programs and Operational Technologies

The RCMP is implementing a national Body-Worn Camera Program and Digital Evidence Management System to improve transparency and accountability and more effectively respond to concerns from racialized and Indigenous communities. In 2023-24, the RCMP plans to roll-out body worn cameras across Canada, in a manner informed by the 2022-23 field test that deployed nearly 300 cameras in remote, rural and urban setting in Nova Scotia, Alberta, and Nunavut. This roll-out will also consider feedback from stakeholders including racialized and Indigenous communities, and women's and victim advocacy groups.

As a result of a decrease in the number of specially trained Drug Recognition Experts due to training postponement during the pandemic, the RCMP will support further expert training in 2023-24 to help fill this gap. The RCMP is committed to working with contract partners and police services to raise the number of certified Drug Recognition Experts t from 925 to 1,250.

National Office of Investigative Standards and Practices

In accordance with established major case management principles, the National Office of Investigative Standards and Practices provides support, training and oversight across the organization to promote investigative quality and standards.

In 2023-24, the RCMP will improve the staffing process for major case Team Commanders, who are responsible for the overall governance of major cases. The new process will assess whether applicants have consistently applied major case management principles, and whether they have appropriate knowledge and experience, such as surrounding case law and Charter issues.

During the year, the national office will also:

- increase divisional file reviews to promote successful investigations and use of major case management principles;
- distribute the newly created National Major Case Management Guide; and,
- develop and deploy an Online File Coordinators Course and Advanced Disclosure Course to support investigative units across the RCMP.

Sexual Assault Review Team

In 2023-24, the Sexual Assault Review Team will continue to develop, update and oversee initiatives and training materials to improve all aspects of sexual assault investigations with the primary aim of strengthening police training and awareness, investigative accountability, victim support, and public education and communication. During the year, the team will also:

- ensure sexual violence training materials are kept current with respect to policy, legislation and best practices;
- continue to provide support to the Sexual Assault Investigation Review Committees;
- develop an Advanced Sexual Offence Investigations course to provide scenario-based training to investigators;
- increase divisional file reviews to promote successful investigations and accountability (file reviews identify any trends, good practices, barriers, issues, or gaps and to make recommendations to improve the quality of sexual assault investigations); and,
- conduct a review of sexual assault investigation files involving youth victims, which will assist the team in identifying investigative gaps and shortcomings with a view to making recommendations to improve criminal justice outcomes for children and youth.

Youth

In 2023-24, the RCMP will continue to provide educational programming, tools and resources to police officers, adults working with youth, and youth on substance use, transportation safety, bullying and cyberbullying, radicalization and violence via in-person or virtual engagement sessions or through the RCMP Centre for Youth Crime Prevention. The RCMP will also continue to collaborate with Indigenous communities, Indigenous youth, and divisions to develop culturally sensitive educational materials. Furthermore, the RCMP will continue to educate School Resource Officers on how to effectively engage with Indigenous youth through youth officer training sessions.

Operational Systems

In 2023-24, the RCMP will implement Blue Force Tracking capabilities to all operational police officers via software installed on RCMP smart phones. This software will provide enhanced situational awareness and real-time tracking of police officers while they are outside of their vehicles.

In preparation for the significant technological requirements of the Canadian Radio-television and Telecommunications Commission mandated transition to Next Generation 9-1-1, the RCMP has begun modernizing critical front-line systems. This will include the creation of new national policy and review of existing policy.

Support to Victims

In 2023-24, the RCMP will continue to seek input and collaboration from other federal departments and provincial/territorial agencies, as well as victims' groups and Indigenous organizations, on work that is underway to develop:

- two new guides for families of missing persons and families of homicide victims, as part of its family-first and trauma-informed approach to victim services, which will be relevant for families and police services across Canada, and will include information related to the entire criminal justice system; and,
- a national Canadian Victim Bill of Rights wallet card, which outlines the four primary victim rights, lists basic information about victim services, and contains space for officer and other contact information that can be customized as needed. These cards will help victims to understand their rights throughout the criminal justice process, and will also increase front-line officer awareness of their obligations.

The RCMP Family Violence Initiative Fund provides grants to community organizations that work in collaboration with police services on awareness, training and initiatives related to

relationship and family violence. In 2023-24, the RCMP will continue to encourage fund recipients to deliver programming that follows local health guidelines.

Human Trafficking

In 2023-24, the RCMP will complete its environmental scan on human trafficking and produce two reports: one which details the review of human trafficking files, and one which includes the lessons learned, best practices and challenges faced by the divisions following data collection in 2022-23.

The RCMP will also train approximately 4,000 employees with survivor-led, human trafficking detention training. Region-specific content will also be developed with partners.

The RCMP will also collaborate with Missing Children Society of Canada to expand its secure online Missing Children Society of Canada Police Hub to include human trafficking investigations. This platform, developed in collaboration with the National Human Trafficking Section, will allow the exchange of information at a national level with other police partners.

Hate-Motivated Crimes and Incidents

As announced in March 2022, the RCMP and the Canadian Race Relations Foundation co-chair the Hate Crimes Task Force with participants from police services across Canada with a range of experience and expertise. The task force focuses on increasing awareness of the scope, nature and impact of hate crimes across Canada and creating national standards to better support targeted communities across the country. This will include police training, effective engagement with victims and communities, and supporting hate crime units across the country.

The RCMP will also continue to lead the Community of Practice on Hate-Motivated Crimes and Incidents. This community of practice provides a forum for regular interaction between RCMP employees, and other law enforcement professionals, to share information and experiences as it relates to hate-motivated crimes and incidents. The community includes representatives from RCMP National Headquarters, RCMP Divisions, as well as other government departments and police services and encourages members to:

- share documents, news, lessons-learned and good practices, etc.;
- conduct timely discussion on issues relating to hate-motivated crimes and incidents;
- collaborate on the development of tools and resources; and,
- identify local initiatives that RCMP National Headquarters can support.

Recruitment

In 2023-24, the RCMP will continue to strive to broaden its potential applicant base by focusing on diversity in its recruitment to ensure the organization better reflects the communities it serves. The RCMP will continue its efforts to attract applicants from Indigenous, Black and racialized communities in addition to advancing on a number of equity and inclusion initiatives to remove systemic barriers in the recruitment process. To achieve this, the results of its recruitment market research will inform a renewed marketing strategy to target individuals with the characteristics, qualities, and attributes that are required for modern-day police officers. The RCMP will also renew its internal performance measurement framework to better report results of recruitment activities.

Recruitment Modernization

In 2022-23, the RCMP established a dedicated Recruitment Modernization team to focus on modernizing its recruitment and retention models and approaches through a number of initiatives. This will ensure the RCMP is recruiting individuals who have the balance of characteristics, attributes, and diversity of identity and experience to be successful modern-day police officers.

The launch of the Recruitment Evaluation Centres is a key initiative for the RCMP to facilitate the assessment of candidates on modernized characteristics and attributes through simulations, exercises, fitness testing and interviews, in a face-to-face environment. In 2023-24, the RCMP Recruitment Modernization team will finalize an implementation plan to support a nationwide roll-out of these centres.

Recruiting employees from racialized and Indigenous communities

In 2022-23, an Indigenous Recruitment Strategy was established to reduce barriers and increase the number of First Nations, Métis and Inuit applicants to the RCMP. Dedicated resources will be finalizing and implementing a number of critical initiatives to bolster the number of Indigenous applicants during the year, such as rolling out community support programs, continuing to reduce barriers in the recruitment process, and creating a dedicated support network of Indigenous regular members to assist applicants throughout the process. To further engage with youths from racialized and Indigenous communities, the RCMP will bring 32 racialized youths to Depot (the RCMP's training facility) for three weeks in a targeted recruitment initiative, as part of the development and anticipated roll-out of the Diverse Inclusive

Cadet Experience Program. This program is in addition to the Indigenous Pre-Cadet Training Program, which is run annually.

During the year, the RCMP will also implement recruitment targets to increase the representation of women, members of a visible minority, and Indigenous peoples in the RCMP. By 2027, the RCMP aims to have 30% women, 24% members of visible minority and 10% Indigenous Peoples represented in its regular member positions.

Planned Result: Improved relationships with and outcomes for Indigenous people

The RCMP is committed to strengthening its relationship and building trust with Indigenous Peoples of all distinctions. In 2023-24, the RCMP will continue its efforts to advance initiatives that support the Government of Canada's Missing and Murdered Indigenous Women and Girls National Action Plan and Federal Pathway, and will continue to undertake work that aligns with the Calls for Justice, the United Nations Declaration on the Rights of Indigenous Peoples, and the [Truth and Reconciliation Commission of Canada's Calls to Action](#).^{xxix} Additionally, the RCMP is beginning to resume in-person meetings with the Commissioner's National Indigenous Advisory Committee, an important mechanism that provides the Commissioner with the opportunity to speak one-on-one with Indigenous community members who bring their perspectives and experiences to the RCMP from their respective provinces and territories.

Reconciliation

In 2023-24, the RCMP will continue its work along the path of reconciliation, including by updating divisional and national reconciliation plans and addressing the recommendations made in the 2021 evaluation of RCMP Reconciliation Actions. The RCMP will also continue co-developing a National Reconciliation Pathway for reconciliation in collaboration with internal and external Indigenous partners.

The RCMP will also continue to:

- make progress on reconciliation initiatives through enhanced collaboration via the RCMP Reconciliation Working Group and Director General Steering Committee for Reconciliation, including advancing jurisdictional objectives;
- further disseminate a communications protocol template, aimed at establishing mutually agreed-upon communication expectations between the RCMP and community leaders;
- advance academic distinctions-based position papers on reconciliation and include recommendations in the national pathway;
- establish a national Operational Communications Centre reconciliation strategy to enhance the experience of Indigenous callers who request police assistance;

- prepare the second RCMP Reconciliation Report to provide transparency and accountability to First Nation, Inuit and Métis communities on the RCMP efforts towards reconciliation;
- engage Indigenous employees and communities with lived experience through the RCMP-Indigenous Collaboration, Co-development and Accountability office to provide an Indigenous lens to inform cultural competencies of police services; and,
- develop a National Indigenous Youth Engagement Framework to build positive relationships between Indigenous youth, communities and the RCMP.

First Nations and Inuit Policing Program

The First Nations and Inuit Policing Program, which is administered by Public Safety Canada, financially supports professional, dedicated, and culturally responsive policing services to First Nation and Inuit communities in Canada. In 2023-24, the RCMP will continue to contribute to the ongoing strengthening of the program through community based policing approaches and working with communities to address their unique policing needs through the Community Consultative Groups. The RCMP will also continue to support Public Safety Canada's work with Indigenous partners to co-develop a legislative framework for First Nations and Inuit policing.

Gender-Based Analysis Plus

- In 2023-24, the RCMP will continue to coordinate its response to the Missing and Murdered Indigenous Women and Girls National Action Plan, applying a GBA Plus lens.
- The RCMP will continue to apply a GBA Plus lens while selecting candidates to participate in the Commissioner's Advisory Committees.
- All newly acquired safety intervention equipment issued under the RCMP's efforts to modernize public and police safety intervention equipment will undergo a GBA Plus assessment to ensure equipment can meet the needs of a diverse workforce, and to assess the potential impacts of the use of the equipment on diverse groups.
- Members will also receive new lightweight hard body armour in 2023, which will be individually fitted to ensure it provides both comfort and appropriate protection.
- A GBA Plus assessment will be conducted on the new staffing process to identify Team Commanders.

Innovation

The RCMP Operational Research Unit will continue to:

- evaluate the LifeSkills Training pilot project (an evidence-based, drug prevention program that focuses on changing behaviours of youth) that was piloted during the 2021-2022 fiscal year in three RCMP divisions in collaboration with National Youth Services. The results of this pilot project will determine whether the RCMP should move forward

with the national implementation of this program in schools that have partnerships with the RCMP;

- engage with academic researchers to research and evaluate body-worn cameras as they are rolled out on a national scale. This partnership will help ensure transparency and the independence of some evaluation activities during the phased roll-out of body-worn cameras across the country;
- collaborate on the RCMP's body-worn camera initiative by providing research and evidence-based support with regards to officer compliance with policy and community consultations throughout the field test and the national roll-out;
- collaborate with the Chief Human Resources Office to develop a system for the collection and analysis of race-based data on police interactions with racialized and Indigenous peoples;
- analyze human trafficking files to identify trends and challenges for law enforcement to help improve human trafficking investigations and combat this crime; and,
- review and test the new T7 Conducted Energy Weapon training package, as well as virtual reality training, to determine whether it is beneficial to police training.

Key Risks

With respect to the Drug Recognition Expert training program, the uncertainty around COVID-19, the availability and cost of flights, and the increasing cost of supplies and services is impacting the average cost of each training session. This cumulative cost may impact the ability to reach the target of 1,250 certified officers.

Planned results for Contract and Indigenous Policing

The following table shows, for Contract and Indigenous Policing, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019-20 actual results	2020-21 actual result	2021-22 actual result
The RCMP provides modern contract policing services	RCMP weighted clearance rate across contract policing jurisdictions ^{xxx}	39. The goal is for an increased clearance rate of 1.5 points.	March 31, 2024	32.65 ^{xxx}	33.23 ^{xxxii}	31.46
	Crime Severity Index ^{xxxiii}	Not available	March 31, 2024	114.97 ^{xxxiv}	110.07 ^{xxxv}	108.11
	Rural crime rates in RCMP jurisdictions	Not available ^{xxxvi}	March 31, 2024	Not available	Not available	Not available
	Percentage of the surveyed public within contract policing jurisdictions who agree with the statement, "I feel safer because of the RCMP"	64%	March 31, 2024	64%	57%	52%
	Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"	60%	March 31, 2024	Not available	65% ^{xxxvii}	55%
Improved relationships with and outcomes for Indigenous people	Percentage of the surveyed public who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"	TBD ^{xxxviii}	March 31, 2024	Not available	49% ^{xxxix}	43%
	Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)	5% increase in pre-charge referrals to Restorative Justice from the baseline	March 31, 2024	Not available ^{xl}	Not available ^{xli}	56

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

Planned budgetary spending for Contract and Indigenous Policing

The following table shows, for Contract and Indigenous Policing, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
1,838,909,127	1,838,909,127	1,845,412,510	1,860,301,428

Financial, human resources and performance information for the RCMP's program inventory is available on [GC InfoBase](#).^{xliii}

Planned human resources for Contract and Indigenous Policing

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
18,783	18,816	18,807

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

Internal services: planned results

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

Planning highlights

Internal Services are vital to support the RCMP in achieving its departmental results. Many of the below initiatives will also contribute directly towards the RCMP's modernization priorities, such as improving its accountability, transparency and conduct, addressing systemic racism, and ensuring a safe and equitable workforce.

Human Resources

The RCMP's Human Resources vision is to build a highly skilled, diverse, dynamic and engaged workforce with modern leadership that is representative of the communities it serves and cultivates a culture of respect and inclusion.

As the RCMP continues to advance on this vision – the RCMP People Strategy – its focus for the coming year will be to continue the work in progress, including:

- connecting working groups to integrate planning, coordination, and implementation of each initiative in support of the People Strategy;
- implementing a monitoring plan to track, monitor, prioritize and communicate progress against the People Strategy; and,
- developing a communications plan and products, an engagement plan, and a new People Strategy website.

In 2023-24, the RCMP will continue advancing its Equity, Diversity and Inclusion Strategy to identify and address solutions to workplace and service delivery barriers for Black, Indigenous and racialized people, women, persons with disabilities, and members of 2SLGBTQI+ and religious minority communities. The strategy's performance measurement framework will allow the organization to track progress using key performance indicators. In line with an evolving employment equity legislative framework, the Equity, Diversity and Inclusion Unit will continue to engage with stakeholders from equity-seeking communities as well as other groups that have been historically marginalized and underrepresented. Ongoing and meaningful consultation will continue to build a foundation for an organization that values the lived experience and expertise of equity-seeking communities. The RCMP will track and report on the progress of its first-ever Accessibility Plan for identifying, removing, and preventing barriers to accessibility in consultation with persons with disabilities.

The RCMP will continue to implement the RCMP-Indigenous Collaboration, Co-development and Accountability office's mandate by:

- mobilizing the RCMP to promote an environment that is respectful of First Nations, Inuit and Métis histories, cultures, languages and realities;
- providing advice and guidance on new and existing human resources policies, strategies and programs to ensure they are inclusive and barrier-free; and,
- creating First Nations, Inuit and Métis distinction-based cultural competency learning activities to cultivate a workforce that will develop trust between the RCMP and the communities it serves, in response to the [Truth and Reconciliation Commission of Canada: Calls to Action](#)^{xlv}.

The collection, analysis and disclosure of race-based data on interactions between RCMP members and the public will continue to be a key initiative as part of efforts to address systemic racism and enable the delivery of modern and equitable policing services. The Race-based Data Collection project aims to provide a transparent and objective evidence base to support the improvement of policies, procedures and training, as well as to promote open dialogue and trust with diverse communities across the country. A series of pilot projects were identified in 2022-23 in select Canadian communities to collect and analyze race-based data. In 2023-24, the project will build on progress by:

- broadening community engagement and partnerships in proposed pilot site locations;
- finalizing its roadmap and critical path for the implementation of pilot projects;
- developing a policy and analytical framework for the collection, analysis and disclosure of race-based data;
- increasing employee engagement through educational and awareness sessions; and,
- building a dedicated team to support race-based data collection.

Strong organizational leadership is a cornerstone of the RCMP's ability to deliver on its mandate. The RCMP will continue to develop a National Strategy for Executive/Officer Talent and Succession Management. Establishing, developing, training and maintaining a talent pool of experienced, skilled, competent diverse leaders requires a concerted commitment to ensure the organization's ability to effectively integrate the right talent into the right leadership positions at an optimal time in a leader's career. The objective of the strategy is to establish an agile and transparent national approach to talent and succession management by focusing on four key pillars:

- **Talent Recruitment** – building a business intelligence infrastructure to better understand the nature and range of talent that exists across the organization and identifying and addressing current impediments to employee interest and success in moving into and through the leadership cadre;
- **Talent Management** – establishing more formal, objective and standardized talent assessment processes for identifying high-potential leaders among current executives/officers and future potential leaders;
- **Talent Development** – modernizing the organization's leadership competencies in keeping with changing needs of the organization and aligning those needs with more targeted and innovative developmental opportunities; and,
- **Talent Retention** – exploring key challenges associated with the retention of existing and future potential leadership talent.

The RCMP will also continue the implementation of its 2021-24 Employee Well-being Strategy to ensure a psychologically and physically healthy and safe workplace and workforce at all levels of the organization. In 2023-24, the strategy will focus on:

- launching a survey to measure employee perceptions of each of the 13 psychosocial risk factors identified in the National Standard for Psychological Health and Safety in the Workplace;
- continuing to roll out the National Reintegration Program for Regular Members to support a safe return to work after an absence, and expand the program to serve all categories of employees;
- expanding the use of the Emotional Resiliency Skills Training program (formerly known as the Unified Protocol) to employees;
- expanding the Support for Operational Stress Injury Program through active volunteer recruitment. This will enhance service delivery in all RCMP divisions, including larger divisions and isolated posts, and provide social peer support aimed at breaking isolation and expanding the program's Peer Network; and,
- analyzing data from the Psychological Health Screening Program to determine if there are trends within the demographics (age, gender, years of service, etc.) of members who

screen positive for anxiety, depression and PTSD, and sharing the findings of the analysis to guide prevention efforts.

Independent Centre for Harassment Resolution

In 2023-24, the Independent Centre for Harassment Resolution will continue to build capacity to manage the volume of reported incidents of harassment and violence in RCMP workplaces. The goal is to ensure that affected employees have confidence in the timely handling of complaints according to timelines prescribed in the Canada Labour Code Regulations, including increased access to qualified external investigators trained in the new Canada Labour Code harassment prevention and resolution regime. To address the current backlog of reported incidents, the RCMP will also engage in a unique, one-time collaborative initiative with Public Services and Procurement Canada and Treasury Board Secretariat to complete 400 investigations by September 2023, prioritizing clients who have been waiting more than eight months.

During the year, the Independent Centre for Harassment Resolution will also:

- continue its work towards implementing the Commissioner's mandate letter commitment to accelerate the centre's externalization and ensure harassment investigations reside outside the chain of command;
- continue to raise awareness about its services, as well as workplace harassment and violence prevention;
- help support efforts on education and awareness to prevent workplace harassment, which will be made available to all employees of the RCMP.

Professional Responsibility Sector

The renewal of the RCMP's core values is one of several initiatives meant to drive positive culture change within the organization. To date, the project has involved the most extensive consultation of employees, Indigenous nation builders, and external stakeholders ever undertaken by the RCMP. The core values will be fully operationalized by May 2023, in time for the RCMP's 150th anniversary.

The Professional Responsibility Sector will continue its work on the review and modernization of RCMP conduct measures, guided by external expert consultants in the field of police discipline and employment law. This will ensure conduct measures, and their application, meet modern expectations of adequacy, fairness, transparency and effectiveness.

Following the second and final phase of the review of RCMP conduct measures, the Professional Responsibility Sector will engage internal and external stakeholders and experts in the field to assess how to best to operationalize any additional recommendations to meet expectations of

police accountability and increase the consistent application of conduct measures by conduct authorities.

Modernization efforts will also include updates to the Conduct Measures Guidebook to provide direction to conduct authorities on the application of discipline and align with developments in case law and superior court judgements.

Strategic Policy

The RCMP's Strategic Policy Branch is responsible for coordinating the RCMP's strategic policy agenda; providing advice to the Commissioner and Minister in support of Government priorities; supporting the annual budget cycle; managing the Cabinet and Parliamentary functions; and, taking a leadership role on horizontal policy priorities.

Key priorities for 2023-24 include: coordinating and internal monitoring of progress against Minister and Commissioner mandate letter commitments; leading policy work on key Commissioner mandate commitments (e.g., contract policing assessment, enhancing the Management Advisory Board); supporting the RCMP's engagement with Parliamentary Committees; and, supporting the work of the Chiefs of Police National Roundtable Hate Crime Task Force.

Action, Innovation and Modernization

The Action, Innovation and Modernization unit provides centralized coordination, capacity and oversight for the RCMP's Vision 150 and Beyond modernization plan, including leading key initiatives related to modernization and culture change. It also leads efforts to advance the implementation of Gender-Based Analysis (GBA) Plus across the organization, as well as promoting innovation and experimentation. The unit acts as a driver for continuous innovation, inclusivity and positive organizational change, in support of a healthy and modern RCMP.

The unit is responsible for the coordination and oversight of a modernization contract which provides access to external expertise, skills and services and support to modernization activities across RCMP business lines and divisions. During the year, AIM will continue overseeing the optimal use of the modernization contract, and monitoring and reporting on its outcomes.

In 2023-24, the RCMP will use its updated 2023-26 Environmental Scan to inform the development of its new Corporate Risk Profile, as well as engage in internal and external consultations to inform the development of the next iteration of the RCMP Strategic Plan. It will also continue the administration of its surveys of its clients, partners, the public and employees.

In 2023-24, AIM will continue to engage business lines and divisions in implementing a holistic, long-term approach to positive culture change. This will include building on the findings of an

organizational culture inventory, which was used to identify behaviours and actions to drive measurable change and was piloted in two RCMP divisions. The unit will also continue to convene the RCMP Holistic Culture Working Group as a key forum to identify opportunities to leverage, advance and coordinate key culture change initiatives, including activities related to retention, resourcing, leadership, mental health, and core values implementation.

Efforts continues to implement and evolve a departmental Innovation Program. An Innovation Hub was established in 2022 with key participants from across the RCMP. The hub will be key to sharing information on innovation projects and ideas underway or planned, promote best practices, and share lessons learned. The hub will also serve to promote collaboration and efficiencies by connecting like projects. In 2023-24, the Innovation Program will align efforts to the RCMP strategic plan and further explore investments in the Innovative Solutions Canada Program. Through the program, the RCMP will continue to support two key projects: the development of an inclusive respirator that would allow members that wear beards for religious, medical or gender expression reasons to fully participate in police operations; and, the modernization of handcuffs aimed at reducing injuries associated with handcuff use.

Corporate Management and Comptrollership

Corporate Management and Comptrollership continues to support 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.

Areas of focus for the year include system and business transformation through the review of business processes and initiation of the redesign of RCMP financial and asset management system to the newest platform. A transformation project is also planned to initiate and re-design the system replacement of its human resource information management system and member pay processes in 2023-24 with the goal of achieving a fully integrated and modern solution. These system transformations will automate business processes, improve user experience and ensure full electronic management of information and documents.

The RCMP will also continue its focus on investment planning, governance and oversight, as well as improved multi-year planning and life-cycle management of its assets, including exploring the use of accrual budgeting.

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. To achieve this commitment, the RCMP will be implementing procedures to conduct conscientious procurement. Specifically, as part of Phase 2 of implementation, it will support the minimum target of 5% of the total value of contracts awarded to Indigenous businesses.

In 2023-24, the RCMP's Procurement and Contracting Units, in partnership with Business Owners, will take action in advancing Indigenous Procurement by:

- using Procurement Set-Asides^{xlvi} for Indigenous Businesses on large informatics equipment purchases;
- including Indigenous Participation Plans^{xlvii} on key procurements;
- including Indigenous suppliers in its selection lists, when possible, when using procurement mechanisms; and,
- requiring Indigenous considerations to be addressed as part of the 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; and;
- increasing oversight on Indigenous considerations in procurement by mandating additional review parameters for files in Comprehensive Land Claim Areas and the Nunavut Settlement Area.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	Not applicable	Not applicable	5%

Greening Government

In supporting the Government of Canada's sustainability goals and climate change commitments, the RCMP will continue to reduce its greenhouse gas emissions, increase its climate resilience

and minimize its environmental footprint through implementing the Government of Canada's *Greening Government Strategy* and *Policy on Green Procurement*.

The RCMP is taking action in 2023-2024 to implement these commitments by:

- reducing greenhouse gas emissions through net-zero-carbon or net zero-carbon ready designs for new building construction and major projects, and purchasing renewable electricity where available;
- advancing a portfolio wide Climate Change Vulnerability Assessment for critical assets to inform measures to safeguard these assets from climatic events;
- taking steps to reduce water consumption and divert waste from landfills;
- developing Operational Fleet Decarbonization Plans for its on-road land and marine fleets, outlining pathways to reduce greenhouse gas emissions in line with the overall 2050 target; and,
- continuing to integrate environmental and life cycle principles into procurement decisions.

The RCMP's Departmental Sustainable Development Strategy will also be tabled in Parliament by November 2023. Aligned with the 2022-2026 Federal Sustainable Development Strategy, the RCMP will report on these and other Greening Government Strategy commitments through its Departmental Sustainable Development Strategy and its subsequent annual reports.

Gender-based analysis plus

The RCMP's GBA Plus Centre of Expertise will continue to support business lines and divisions in fulfilling their responsibility to ensure that GBA Plus is integrated across their work. Additionally, the Centre of Expertise will engage with partners to explore culturally competent approaches to GBA Plus. The centre continues to lead and hold quarterly meetings of the RCMP GBA Plus Network, which remains an important forum for business lines and divisions to share information and access to tailored guidance and tools. The centre will also provide direct GBA Plus support to priority initiatives such as: preventing and addressing harassment in the RCMP; employee retention; core values renewal; uniform modernization; and supporting transgender, non-binary, and two-spirited employees, including through consideration of inclusive design of RCMP facilities.

In addition to the work of the GBA Plus Centre of Expertise, demonstrating the use of GBA Plus will continue to be a requirement for all policy and program proposals flowing to RCMP senior decision-making committees. The RCMP will also work to ensure robust GBA Plus is considered in audit and evaluation activities, and will develop additional case study materials to ensure GBA Plus is well understood in relation to the RCMP's unique environment.

Innovation

The RCMP's Innovation Program will continue the overall coordination and promotion of the Innovative Solutions Canada program, which is an innovation procurement program with two streams under which innovators and participating federal departments can work together to address challenging requirements. In 2023-24, the RCMP will continue to test a variety of innovations, such as a new artificial intelligence software and drone capabilities for operational use, and will collaborate with other departments to share the results of these tests. The RCMP is expecting to see results of its artificial intelligence decryption testing in 2023-24.

The RCMP will also continue implementing a national body-worn camera program and Digital Evidence Management System to improve transparency and accountability, and more effectively respond to concerns about policing from racialized and Indigenous communities. In 2023-24, the RCMP plans to roll-out body worn cameras across Canada. The roll-out will be informed by the 2022-23 field test, which deployed around 300 cameras in remote, rural and urban settings in Nova Scotia, Alberta, and Nunavut, as well as feedback from stakeholders including racialized and Indigenous communities.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
688,193,505	688,193,505	660,224,670	659,790,452

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023-24 and for each of the next two fiscal years.

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
4,243	4,299	4,290

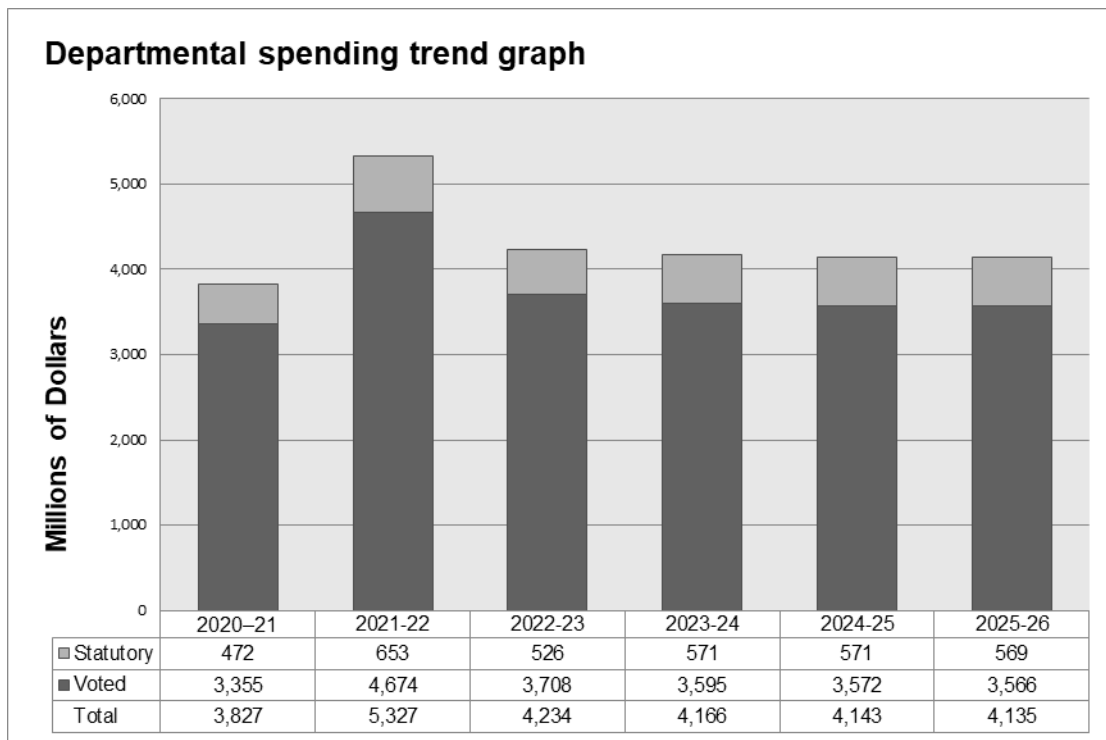
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023-24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020-21 to 2025-26

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



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 2023-24 and other relevant fiscal years.

Core responsibilities and internal services	2020-21 actual expenditures	2021-22 actual expenditures ^{xlix}	2022-23 forecast spending ⁱ	2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
Federal Policing	890,171,085	1,231,734,793	1,133,348,368	1,029,516,722	1,029,516,722	1,026,809,275	1,028,014,863
Specialized Policing Services	566,618,458	637,732,230	717,689,919	610,000,207	610,000,207	610,205,670	587,817,590
Contract and Indigenous Policing	1,692,685,201	2,744,234,374	2,323,885,172	1,838,909,127	1,838,909,127	1,845,412,510	1,860,301,428
Subtotal	3,149,474,744	4,613,701,397	4,174,923,459	3,478,426,056	3,478,426,056	3,482,427,455	3,476,133,881
Internal Services	677,890,959	712,724,269	837,519,038	688,193,505	688,193,505	660,224,670	659,790,452
Total	3,827,365,703	5,326,425,666	5,012,442,497	4,166,619,561	4,166,619,561	4,142,652,125	4,135,924,333

The RCMP's 2023-24 planned spending is \$4.2 billion spread across its three core responsibilities and Internal Services. \$1.8 billion is in support of Contract and Indigenous Policing, which provide policing services to provinces, territories, municipalities and Indigenous communities under Police Services Agreements. An additional \$1.0 billion is in support of resources devoted to Federal Policing, which encompasses all Federally mandated activities as well as International Policing Operations. Moreover, \$0.6 billion is in support of National Police Services functions that are critical to effective, intelligence-led policing. Lastly, there is \$0.7 billion in planned spending related to Internal Services and enabling functions that support police operations.

The 2023-24 planned spending reflects the amounts presented in the 2023-24 Main Estimates which represents a decrease of \$67.6 million (or 1.6%) in comparison to the 2022-23 Main Estimates. Planned spending for 2024-25, and 2025-26 will remain relatively consistent as compared to 2023-24 (a decrease of \$24 million or 0.6%, and a decrease of \$31 million or 0.7% respectively).

The decrease in planned spending for 2023-24 of \$67.6 million is due to sunsetting funding for specific initiatives and items of \$283.2 million offset by \$215.6 million of funding for compensation, employee benefit plans, renewal of initiatives, and new government initiatives. The main driver for sunsetting funding is \$230.3 million of interim funding for the Grant to compensate Members of the RCMP for injuries received in the performance of duty. The RCMP will be seeking

access to incremental funding earmarked in the fiscal framework to ensure there is sufficient funding for payments to members and their survivors.

The RCMP is receiving \$215.6 million of incremental funding mainly for compensation adjustments, employee benefit plans, as well as occupational and supplemental health costs for members of the RCMP. Additionally, the RCMP is receiving incremental funding for newly approved initiatives such as: Addressing Systemic Racism; funding to enhance the prevention of Gender-Based-Violence crime; funding for the Federal Framework to address the legacy of residential schools; reprofiled funding related to supply chain delays for capital acquisitions and for the National Cybercrime Coordination Centre. Lastly, the RCMP is receiving funding for the renewal of the existing Federal Framework for the Legalization and Regulation of Cannabis in Canada.

The slight decreases in 2024-25 and 2025-26, are mainly due to funding profile changes in line with the implementation schedule for those initiatives identified above.

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.

2023-24 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2023-24.

Core responsibilities and internal services	2023-24 gross planned spending	2023-24 planned revenues netted against spending	2023-24 planned net spending
Federal Policing	1,031,516,722	(2,000,000)	1,029,516,722
Specialized Policing Services	632,749,207	(22,749,000)	610,000,207
Contract and Indigenous Policing	3,825,185,911	(1,986,276,784)	1,838,909,127
Subtotal	5,489,451,840	(2,011,025,784)	3,478,426,056
Internal Services	704,105,067	(15,911,562)	688,193,505
Total	6,193,556,907	(2,026,937,346)	4,166,619,561

The RCMP vote netted revenue authorities are largely related to the provision of Contract and Indigenous Policing services for recoveries of eligible direct 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 2023-24 planned gross spending is \$6.2 billion, with \$2.0 billion in vote netted revenues, for a total budgetary planned net spending of \$4.2 billion.

The planned vote netted revenues in 2024-25 and beyond are consistent with those of 2023-24 at \$2.0 billion. The revenues will increase slightly year over year as provinces and municipalities seek additional police services within the Police Services Agreements.

Planned human resources

The following table shows information on human resources, in full-time equivalents for each of the RCMP's core responsibilities and for its internal services for 2023-24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020-21 actual full-time equivalents ⁱⁱ	2021-22 actual full-time equivalents ⁱⁱⁱ	2022-23 forecast full-time equivalents ⁱⁱⁱ	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
Federal Policing	5,114	4,994	4,982	4,982	4,984	4,965
Specialized Policing Services	3,711	3,723	4,030	4,111	4,136	4,099
Contract and Indigenous Policing	18,291	18,379	18,579	18,783	18,816	18,807
Subtotal	27,116	27,096	27,591	27,876	27,936	27,871
Internal Services	3,907	4,065	4,125	4,243	4,299	4,290
Total^{liv}	31,023	31,161	31,716	32,119	32,235	32,161

Over the past three years, the RCMP's Training Academy (Depot) temporarily reduced the number of cadets being trained, in response to the various restrictions having been implemented to curb the spread of COVID-19. This in turn, has reduced the number of incremental Regular Members being brought into the organization.

During that same time period, the RCMP has seen a marginal increase (in all categories of employees) of 2.2% in its incremental FTEs, which indicates that resources for incremental initiatives approved by the Government of Canada have been staffed by way of internal realignment rather through incremental resources for the organization. In 2023-24, the RCMP's planned staffing is expecting to result in an increase of 403 FTEs for a total of 32,119 FTEs in comparison to the 2022-23 forecast. These changes are a result of continued implementation of approved initiatives, in addition to staffing existing vacancies.

Police services and other 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.

Estimates by vote

Information on the RCMP's organizational appropriations is available in the [2023-24 Main Estimates](#).^{lv}

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 to the requested authorities, are available on the [RCMP's website](#).^{lvi}

Future-Oriented Condensed Statement of Operations for the year ending March 31, 2024 (dollars)

Financial information	2022-2023 Forecast results	2023-2024 Planned results	Difference (2023-2024 Planned results minus 2022-2023 Forecast results)
Total expenses	7,004,468,032	6,552,600,004	(451,868,028)
Total revenues	1,992,555,183	2,006,932,648	14,377,465
Net cost of operations before government funding and transfers	5,011,912,849	4,545,667,356	(466,245,493)

For 2023-24, the RCMP is projecting \$6,552.6 million in expenses based on 2023-24 Main Estimates and accrual information. The \$451.9 million decrease in 2023-24 planned expenses compared to the 2022-23 forecast expenses is mainly due to the sunsetting of interim funding for the Grants to Compensate Members of the Royal Canadian Mounted Police for Injuries Received in the Performance of Duty.

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.

Corporate information

Organizational profile

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

Institutional head: Commissioner Brenda Lucki

Ministerial portfolio: Public Safety

Enabling instruments:

- *Royal Canadian Mounted Police Act^{lvii}*
- *Royal Canadian Mounted Police Superannuation Act^{lviii}*
- *Enhancing Royal Canadian Mounted Police Accountability Act^{lix}*
- *Royal Canadian Mounted Police Pension Continuation Act^{lx}*

Year of incorporation / commencement: 1873

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

Information on the RCMP's raison d'être, mandate and role is available on the [RCMP's website](#).^{lxi}

Information on the RCMP's mandate letter commitments is available in the [Minister's mandate letter](#).^{lxii}

Operating context

Information on the operating context is available on [RCMP's website](#).^{lxiii}

Reporting framework

The RCMP's approved departmental results framework and program inventory for 2023-24 are as follows.

Core Responsibility: Federal Policing	
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.	
Departmental Results	Indicators

1: Canada and Canadian interests are safe and secure against serious and complex criminal threats	Percentage of cleared Federal Policing-led files that were cleared by charge
	Degree to which Federal Policing disrupted criminal activities and networks domestically and abroad
	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
2: 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	Percentage of Federal Policing Partners and Stakeholders who agree with the statement, "Protective Operations contribute to keeping the public and Canadian Interests safe"
Program Inventory	
<ul style="list-style-type: none"> • Federal Policing Investigations • Federal Policing Intelligence • Protective Operations • International Operations • Federal Policing National Governance 	
Core Responsibility: Specialized Policing Services	
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.	
Departmental Results	Indicators
3: Modern specialized police services and technologies support law enforcement and the public	Percentage of forensic laboratory service requests completed within target time, by program: <ul style="list-style-type: none"> a. Biology b. Toxicology c. Firearms and Toolmark Identification d. National Anti-Counterfeiting Bureau e. Trace Evidence
	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"
	Percentage of 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 CAFC"
Program Inventory	
<ul style="list-style-type: none"> • Canadian Firearms Investigative and Enforcement Services • Criminal Intelligence Service Canada • Forensic Science and Identification Services 	

<ul style="list-style-type: none"> • 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 	
Core Responsibility: Contract and Indigenous Policing	
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.	
Departmental Results	Indicators
4: The RCMP provides modern contract policing services	RCMP weighted clearance rate across contract policing jurisdictions
	Crime Severity Index
	Rural crime rates in RCMP jurisdictions
	Percentage of the surveyed public within contract policing jurisdictions who agree with the statement, “I feel safer because of the RCMP”
	Percentage of Contract Partners who agree with the statement, “The RCMP provides modern contract policing services”
5: Improved relationships with and outcomes for Indigenous people	Percentage of the surveyed public who self-identify as Indigenous and agree with the statement, “I feel safer because of the RCMP”
	Percentage increase in individuals who are referred to a Restorative Justice Program (pre-charge diversion from conventional criminal charges)
Program Inventory	
<ul style="list-style-type: none"> • Provincial/ Territorial Policing • Municipal Policing • Indigenous Policing • Contract and Indigenous Policing Operations Support • Force Generation 	

Changes to the approved reporting framework since 2022-23

Structure	2023-24	2022-23	Change	Reason for change
CORE RESPONSIBILITY	Specialized Policing Services	National Police Services	Title change	Note 1

Note 1 Treasury Board approved the change from “National Police Services” to “Specialized Policing Services” in February 2022. It is reflected in the 2023-24 Departmental Results Framework.

Supporting information on the Program Inventory

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

Supplementary information tables

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

- ▶ [Details on transfer payment programs](#)^{lxvi}
- ▶ [Gender-based analysis plus](#)^{lxvii}
- ▶ [Planned results on workplace wellness and diversity](#)^{lxviii}

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](#).^{lxix} 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.

Organizational contact information

Mailing address

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Website: <https://www.rcmp-grc.gc.ca/en>^{lxx}

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing

the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. 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 process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023-24 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we're fighting for.

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.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- ⁱ Women, Peace and Security, https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/women_peace_security-femmes_paix_securite.aspx?lang=eng
- ⁱⁱ Elsie Initiative, https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/elsie_initiative-initiative_elsie.aspx?lang=eng
- ⁱⁱⁱ This new indicator streamlines six indicators into one to allow reporting on the suite of Federal Policing enforcement. A target will be set once results are further analyzed.
- ^{iv} Results are not available for this indicator for 2019-20, given that this is a new indicator for 2023-24.
- ^v Results are not available for this indicator for 2020-21, given that this is a new indicator for 2023-24.
- ^{vi} Results are not available for this indicator for 2021-22, given that this is a new indicator for 2023-24.
- ^{vii} Results are not available for this indicator for 2019-20, given that this is a new indicator for 2023-24.
- ^{viii} Results are not available for this indicator for 2020-21, given that this is a new indicator for 2023-24.
- ^{ix} Results are not available for this indicator for 2021-22, given that this is a new indicator for 2023-24.
- ^x This is a new departmental result to distinguish between work done by Protective Operations and other FP programs. The Protective Operations mandate is very distinct from the other four FP Programs and as such should be separated.
- ^{xi} This is a new indicator for 2023-24. A target will be set once baseline data is available.
- ^{xii} Results are not available for this indicator for 2019-20, given that this is a new indicator for 2023-24.
- ^{xiii} Results are not available for this indicator for 2020-21, given that this is a new indicator for 2023-24.
- ^{xiv} Results are not available for this indicator for 2021-22, given that this is a new indicator for 2023-24.
- ^{xv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xvii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xviii} Exempt individuals include, for example, those with authorization to carry or those deemed as an elite sport shooter.
- ^{xix} RCMP website, <https://www.rcmp-grc.gc.ca/en/rcmp-environmental-scan>
- ^{xx} This is an update of the previous result that read: “Law enforcement and Canadians have access to modern specialized policing services” so it better aligns with other results in the DRF and removes citizenship language.
- ^{xxi} This indicator is being changed to simplify/streamline the DRF and ensure it makes sense to the public. It replaces the following indicator: “Percentage increase of Canadian victims of online child sexual exploitation identified and uploaded to Interpol’s international child sexual exploitation database”, which will continue to be reported through GC Infobase.
- ^{xxii} This revision has been made to account for the organizational alignment of the NC3 and CAFC. The previous survey question was “the NC3 significantly contributes to a coordinated Canadian law enforcement response to cybercrime”.
- ^{xxiii} Data for this indicator were not collected during the 2019-20 fiscal year.
- ^{xxiv} Data for this indicator were not collected during the 2020-21 fiscal year.
- ^{xxv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxvii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxviii} 2010 to 2019 Police Intervention Options Report, <https://www.rcmp-grc.gc.ca/transparenc/police-info-policieres/intervention/2010-2019/index-eng.htm>
- ^{xxix} Truth and Reconciliation Commission of Canada: Calls to Action. https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls_to_action_english2.pdf
- ^{xxx} The weighted clearance rate is based on the same principles as the Crime Severity Index (CSI), whereby more serious offences are assigned a higher "weight" than less serious offences. For example, the clearing of homicides, robberies or break and enters would represent a greater contribution to the overall weighted clearance rate value than the clearing of minor theft, mischief or disturbing the peace.
- ^{xxxi} This data point represents the revised RCMP weighted clearance rate for 2019.
- ^{xxxii} This data point represents the revised RCMP weighted clearance rate for 2020.
- ^{xxxiii} The crime severity index includes all *Criminal Code* violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index (CSI) measures changes in the level of severity of crime in Canada

from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. More serious crimes are assigned higher weights, less serious offences lower weights. As a result, more serious offences have a greater impact on changes in the index. The CSI is standardized to 100 in base year 2006.

^{xxxiv} This data point represents the revised RCMP Crime Severity Index for 2019.

^{xxxv} This data point represents the revised RCMP Crime Severity Index for 2020.

^{xxxvi} Upon consultation, it was confirmed that Statistics Canada does not produce the data required to report on this indicator and therefore C&IP is unable to provide any actual results moving forward. C&IP is anticipating changes to come in the future, and this indicator will be re-evaluated once a suitable replacement has been formulated.

^{xxxvii} This indicator was newly established, and the Contract Partners were first asked this question in the 2020-21 FY.

^{xxxviii} The team responsible for the deployment of the questionnaire, which will serve as the data collection mechanism for this indicator, has experienced delays due to resource limitations and the COVID-19 pandemic. The deployment has been delayed until late in 2021.

^{xxxix} These analyses were first made available in the FY 2020-21.

^{xl} RCMP Records Management Systems were not tracking Restorative Justice use annually at this time.

^{xli} This result is not available due to the measure being introduced in late 2021 and is applicable for future years.

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

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

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

^{xlv} Truth and Reconciliation Commission of Canada: Calls to Action, https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf

^{xlvi} The Government of Canada can limit bidding or “set aside” certain procurements for competition among Indigenous businesses only where capacity exists and the department can assure that operational, best value and contract requirements can be met.

^{xlvii} An Indigenous Participation Plan allows a portion of the value of the contract to be set-aside for Indigenous participation. It can include direct or indirect activities, such as employment, skills development, training, and subcontracting opportunities.

^{xlviii} Expenditures are based on the Departmental Results Report.

^{xlix} Expenditures are based on the Departmental Results Report.

^l Forecast spending reflects current and projected authorities to the end of the fiscal year.

^{li} Full-time equivalents are based on the Departmental Results Report.

^{lii} Full-time equivalents are based on the Departmental Results Report.

^{liii} Full-time equivalents are based on the 2022-23 Departmental Plan.

^{liv} Totals may not add up due to rounding.

^{lv} 2023-24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>

^{lvi} RCMP website, <http://www.rcmp.gc.ca/>

^{lvii} *Royal Canadian Mounted Police Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>

^{lviii} *Royal Canadian Mounted Police Superannuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>

^{lix} *Enhancing Royal Canadian Mounted Police Accountability Act*, http://lawslois.justice.gc.ca/eng/annualstatutes/2013_18/

^{lx} *Royal Canadian Mounted Police Pension Continuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>

^{lxi} RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>

^{lxii} Prime Minister of Canada, <https://pm.gc.ca/en/mandate-letters>

^{lxiii} RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>

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

^{lxv} RCMP website, <http://www.rcmp-grc.gc.ca/en/departmental-plan>

^{lxvi} Details on transfer payment programs, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2023-2024-details-transfer-payment-programs>

^{lxvii} Gender-based analysis plus, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2023-2024-gender-based-analysis-gba>

^{lxviii} Planned results on workplace wellness and diversity, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2023-2024-planned-results-wellness-diversity>

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

^{lxx} RCMP website, <https://www.rcmp-grc.gc.ca/en>