

2021-22

Departmental Results Report

Royal Canadian Mounted Police

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

© His Majesty the King in Right of Canada,
As represented by the Minister of Public Safety, 2022
Departmental Results Report 2021-22
ISSN 2560-9483
Catalogue PS61-35E-PDF

Table of contents

From the Minister	1
Results at a glance.....	3
Results: what we achieved	5
Federal Policing	5
National Police Services	14
Contract and Indigenous Policing	22
Internal Services.....	28
Spending and human resources.....	37
Spending.....	37
Human resources.....	39
Expenditures by vote.....	41
Government of Canada spending and activities.....	41
Financial statements and financial statements highlights	41
Corporate Information	43
Organizational profile	43
Raison d'être, mandate and role: who we are and what we do	43
Operating context.....	43
Reporting framework	44
Supporting information on the program inventory	44
Supplementary information tables	45
Federal tax expenditures	45
Organizational contact information	45
Appendix: definitions.....	47
Endnotes.....	51

From the Minister

As Canada's Minister of Public Safety, I am pleased to present to Parliament the 2021-22 Departmental Results Report for the Royal Canadian Mounted Police.



This document provides an overview of the RCMP's performance during a year marked by disruptions related to the ongoing pandemic, the impacts of climate change on communities, global economic stress, and armed conflict. From working with partners to end the illegal convoy occupations, to tracing and collating assets under the *Special Economic Measures Act* to support requests from Ukraine, the RCMP rose to the occasion, while continuing to deliver on its [core mandate](#)ⁱ and [modernization priorities](#)ⁱⁱ.

The security of all people in Canada is paramount and the RCMP took significant steps this year towards keeping communities and cities safe from gun violence. It expanded background checks for firearms licence eligibility and strengthened restrictions for transporting restricted or prohibited firearms. It also increased capacity and collaboration with other authorities to combat ideologically motivated violent extremism and the most serious money laundering threats in Canada. In addition, the RCMP took steps to ensure interactions with police are informed by up-to-date research and training and updated its police intervention training to more fully integrate and emphasize crisis intervention and de-escalation techniques and strategies.

Meanwhile, progress continued on long-term culture modernization in the RCMP. In June 2021, the RCMP launched the Independent Centre for Harassment Resolution to provide enhanced prevention and response to workplace harassment and violence – with decision-making residing outside of the chain of command – and began piloting the use of body-worn cameras with some of its members in Nunavut as a means of enhancing transparency and building trust. In addition, the RCMP renewed its core values – a set of expectations to guide employee actions and behaviours that were developed in collaboration with employees, nation builders, and community stakeholders – to make sure they are modern, inclusive, and resonate with employees and the diverse communities they serve. The RCMP also saw its non-commissioned members and reservists receive consistent terms and conditions of employment and an established labour relations framework through the signing of its first collective agreement.

The RCMP remains committed to advancing reconciliation with Indigenous peoples. To that end, in 2021, the RCMP finalized divisional reconciliation strategies, which continue to be implemented in consultation and collaboration with local First Nation, Inuit, and Métis communities. Following the devastating discovery of 215 unmarked graves on the site of the

former Kamloops Indian Residential School, the RCMP also opened an investigation and provided support to communities as they searched for additional discoveries.

I am proud of the work of the RCMP over the course of the past year as the organization strengthens the trust and confidence of the people it serves. For more information on RCMP modernization, I invite Canadians to follow along as progress continues on a wide range of priority initiatives supporting [change at the RCMPⁱⁱⁱ](#).

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

Results at a glance

What funds were used? Actual spending of \$5,326,425,666

Who was involved? 31,161 FTEs

Results Highlights

Operational Efforts

During 2021-22, the RCMP:

- expanded background checks for licence eligibility from five years to the applicant's lifetime and strengthened restrictions on authorizations to transport restricted or prohibited firearms;
- traced assets in support of requests received from Ukraine and collated all assets frozen by third parties under the *Special Economic Measures Act*;
- fully staffed its Integrated Money Laundering Investigative Teams (IMLITs) and continued to solidify its partnerships with anti-money laundering regime partners to support its responses to the most serious money laundering threats in Canada;
- oversaw the implementation of the *Emergency Economic Measures Order* during the illegal Freedom Convoy occupations in February 2022; and,
- increased its intelligence assessment capacity regarding ideologically motivated criminality, which was valuable during the illegal blockades and occupations that occurred in Ottawa and across Canada during early 2022.

Modernization Initiatives

During 2021-22, the RCMP:

- initiated an external review of its Conduct Measures Guide to assess current disciplinary measures and their application and ensure they meet modern expectations of adequacy, fairness, transparency and effectiveness;
- established the RCMP-Indigenous Collaboration, Co-Development and Accountability (RICCA) office to mobilize the RCMP to increase recruitment, retention, and advancement of First Nations, Inuit, and Métis peoples and to create leadership development opportunities for Indigenous employees;
- finalized divisional [reconciliation strategies](#)^{iv}, which continue to be implemented in consultation and collaboration with local First Nation, Inuit, and Métis communities, and

are a key part of truth-telling and accountability to strengthen trust with Indigenous peoples;

- integrated 10 civilian criminal investigators into cybercrime and Integrated Market Enforcement Teams in Ontario, British Columbia, Alberta, and Quebec to advance diversity and support complex Federal Policing investigations with specialized skills, knowledge, and experience;
- updated its police intervention training to more fully integrate and emphasize crisis intervention and de-escalation techniques and strategies;
- launched the Independent Centre for Harassment Resolution (ICHR) on June 30, 2021, in line with recommendations of external reports, to provide enhanced prevention and response to workplace harassment and violence, with decision-making outside the chain of command;
- expanded the use of digital tools for employees, such as MS Teams, which have been configured to the RCMP's heightened security requirements;
- implemented specific modules on the victimization of Indigenous women and girls into the Human Trafficking Investigator Course at the Canadian Police College, which fulfilled certain recommendations from the Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG);
- outsourced its psychological suitability screening and medical assessment to reduce backlog and impacts on Occupational Health Services, which is expected to reduce the average processing time from four months to 45 days;
- developed a policy for the use of body-worn cameras based on the evaluation of a six-month pilot in Iqaluit, as well as extensive engagement with a number of key stakeholders from Indigenous and other racialized communities;
- saw its non-commissioned members and reservists receive consistent terms and conditions of employment and an established labour relations framework through the signing of its first collective agreement; and,
- laid the groundwork for an upcoming pilot of operational uniform shirts with new designs and features with a diverse group of RCMP member representatives across Canada, and identified other uniform modernization initiatives, such as faith-based headdresses and Indigenous items.

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

Results: what we achieved

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, cybercrime, and transnational and serious organized crime, including financial crime. In addition, it enforces federal statutes, conducts international policing activities, and upholds Canada's border integrity and the security of significant government-led events, designated officials, and dignitaries.

Results:

Federal Policing Investigations

To ensure the safety and security of Canadians against the highest threats – such as ideologically motivated violent extremism (IMVE), Canadian extremist travellers (CETs) and foreign actor interference (FAI) – the RCMP and its public safety partners continued to remain vigilant for potential threats and take appropriate measures. During the year, the RCMP:

- continued to develop partnerships and work in collaboration with allied agencies and international organizations to identify trends and develop best practices to counter IMVE propaganda and activities in Canada and abroad;
- charged two individuals with terrorism charges under the *Criminal Code* as part of IMVE-related national security investigations, and arrested six individuals on terrorism peace bond charges;
- continued working on an IMVE Strategy that will be a comprehensive, forward-looking vision for how the RCMP can holistically adapt to the threat environment and implement the necessary internal changes to establish effective, national leadership on countering IMVE;
- continued working with domestic and international partners to investigate CETs and the threat they pose, both while abroad and if they return to Canada;
- collaborated with partners to monitor, assess, and manage public safety threats posed by the COVID-19 pandemic, such as criminal threats to Canada's COVID-19 vaccine rollout and also emerging from the anti-public health measures movement; and,
- continued undertaking an operational campaign with domestic and international partners to build awareness and technical capability to investigate FAI in Canada. As Canada's federal law enforcement agency, the RCMP is uniquely positioned to leverage its mandates and authorities to combat FAI, and was successful in 2021-22 in laying *Criminal Code* charges pursuant to an FAI-related national security investigation.

Project OLUNAR

During 2021-22, the Federal Bureau of Investigation (FBI) and the RCMP conducted parallel investigations into a NetWalker ransomware affiliate. This investigation led to the execution of search warrants in Canada, as well as the seizure of 719 Bitcoin (valued at the time at more than \$34 million CAD) and approximately \$700,000 in cash. Sebastien Vachon-Desjardins pleaded guilty to the Canadian charges and was sentenced to seven years before being extradited and is currently awaiting sentencing on US charges. He also agreed to forfeit the seized assets, resulting in \$2.8 million being returned to victims in Canada.

Over the course of 2021-22, the RCMP achieved results on a number of fronts investigating transnational and serious organized crime:

- As the pandemic persisted during 2021-22, cybercriminals continued to launch various campaigns against the public involving phishing, malware, ransomware, business email compromise, and other forms of online criminality. In response, the RCMP continued aiming its disruption efforts at advanced malware and the threat actors that use it, as well as advanced persistent threat cyberattacks.
- The RCMP, in partnership with the Canada Border Services Agency (CBSA), seized 600 kilograms of illicit cannabis that was concealed inside a tractor trailer attempting to cross the border into the United States.
- The RCMP and CBSA conducted a joint investigation that resulted in the seizure of 300 kilograms of methamphetamine from a commercial transport truck.
- A joint operation between the RCMP and the Sûreté du Québec resulted in the seizure of 14,200 kilograms of tobacco with an estimated value of \$1,278,180 from a commercial trailer.
- In July 2021, the RCMP executed 13 search warrants in Edmonton and Calgary, which resulted in the dismantling of a fentanyl production “superlab”. Officers also seized a number of firearms packaged in a manner consistent with the purpose of trafficking and arrested 10 suspects. The superlab contained a significant number of precursors used in the production of illicit controlled substances.
- To ensure that organized crime is not involved in Canada’s legal cannabis market, the RCMP worked with domestic and international partners to detect and dismantle an illegal cannabis grow operation in Ontario. This resulted in the arrest of four individuals and the seizure of handguns, illegally grown cannabis, cocaine, and property.
- The RCMP worked with international partners to better understand the use and threat of Hardened Secure Communications (HSC) within, and with a nexus to, Canada. HSC devices are used to facilitate serious crimes and there is currently no specific legislation to make their possession illegal.

To support its operational responses to the most serious money laundering threats in Canada, the RCMP:

- continued to develop the implementation of the Integrated Money Laundering Investigative Teams by bringing in resources from partner agencies in Canada's Anti-Money Laundering/Anti-Terrorist Financing regime;
- contributed to the advancement of the Government of Canada's review of current anti-money laundering and terrorist financing legislation, including foreign investments under the *Investment Canada Act*, to decrease the number of potentially harmful investments;
- continued to support the Cullen Commission of Inquiry into Money Laundering in British Columbia by providing expert testimony on money laundering, emerging trends, and the exploitation of virtual assets; and,
- created a coordinated function to oversee federal public-private partnership initiatives and connect regional issues to the federal Anti-Money Laundering regime.

Other successes related to the investigation of financial crime included:

- investigating several cases of fraud against the government in relation to relief programs put in place by the Government of Canada in response to the pandemic; and,
- developing and delivering the RCMP's first cryptocurrency course, as well as a national model to respond to the increasing presence of cryptocurrency in criminal investigations.

To protect the integrity of Canada's border, the RCMP began working on a Domain Awareness Report in 2021-22 that collates and analyzes RCMP border information from across Canada. This will give the RCMP a better understanding of how threats within the air, sea, land, and Arctic domains operate, and how they could affect the security and safety of the Canadian border.

During the pandemic, the Canada-United States Border was identified as a high-risk area for criminal exploitation due to the restrictions imposed on persons entering and leaving Canada. The RCMP changed its posture by prioritizing areas of highest risk and moving human and other resources to these areas, which resulted in detections, apprehensions, and seizures.

Intelligence

The Federal Policing National Intelligence (FPNI) program continued to collect, analyze, and produce operational and strategic intelligence assessments on threats, risks, trends, and opportunities in line with the Government of Canada and Federal Policing intelligence priorities including: national security (e.g. foreign actor interference); cyber-crime; and transnational and serious organized crime (e.g. financial crime).

As part of the RCMP's responsibilities as an investigative body under the *Investment Canada Act*, the FPNI Economic Integrity Unit continued to assess foreign investments into Canada that could cause injury to Canada's national security. Foreign investments present avenues for criminals or state actors involved in proliferation, economic and industrial espionage, money

laundering, capital markets crime, and state-sponsored activities to infiltrate the Canadian economy.

Internationally, the FPNI Global Initiatives (GI) program oversees a network of RCMP analysts deployed around the world that enables the RCMP to adapt to a constantly changing global threat environment. Working hand in hand with the RCMP's International Liaison Officers, the GI program contributed valuable global insights and intelligence reports in support of the RCMP Federal Policing mandate. Domestically, the FPNI Operational Intelligence (OI) team works with RCMP divisions and Federal Policing units to support targeted disruption and enforcement activities. One example of this GI-OI collaboration, in conjunction with international partners and RCMP divisions, resulted in the identification of an international human smuggling network with links to Canadian facilitators and businesses of interest advancing operations at home and abroad.

Protective Services

In advance of the federal election in September 2021, the RCMP provided protection for the Prime Minister as well as all leaders of federal parties with official party status. In 2021, this included the leaders of the Conservative, Bloc Québécois, and New Democratic parties.

In 2021-22, in direct support of the Minister of Public Safety's [mandate commitment](#)^v, the RCMP began reallocating resources to establish a dedicated Ministerial Liaison Team (MLT). This team establishes relationships with political offices that receive RCMP protective services in an effort to better understand client security and protection concerns, follow up on the effectiveness of RCMP protective services, and coordinate and liaise with other security and intelligence partners.

International Policing

During the reporting period, the RCMP deployed a total of 54 Canadian police officers to missions in the Democratic Republic of the Congo (DRC), Haiti, Mali, and the West Bank. As part of these deployments, officers strengthened foreign law enforcement capacity by providing training, mentoring, and delivering strategic advice to help establish effective law enforcement institutions. Specifically:

- Canadian police officers deployed to the United Nations Organization Stabilization Mission (MONUSCO) in the DRC supported efforts to prevent, address, investigate, and prosecute sexual and gender-based violence (SGBV) through the Specialized Police Team on SGBV.
- Canadian personnel deployed to the United Nations Integrated Office in Haiti (BINUH) provided mentorship and strategic advice to senior- and middle-level Haitian National Police management on SGBV issues.

The RCMP also deployed officers to its mission in Ukraine during the year, but these officers were repatriated and the mission was suspended due to the escalation of Russia's invasion of Ukraine.

Officers were also seconded to:

- the International Criminal Court (ICC) in the Netherlands and conducted investigations in Sudan and the Central African Republic;
- the United Nations Institute for Training and Research (UNITAR) in Switzerland to deliver training in support of the capacity development needs of individuals, organizations, and institutions; and,
- Canada's Permanent Mission to the United Nations Headquarters in New York.

To disrupt transnational crime at its source before it reaches Canada or affects Canadian interests:

- liaison officers (LOs) and analysts deployed overseas (ADOs) assisted in several investigations targeting an international drug trafficking operation in the US, which resulted in significant arrests and seizures;
- the RCMP developed 246 intelligence products in support of Federal Policing's mandate;
- as part of Canada's Migrants Smuggling Prevention Strategy, Canada leveraged external partnerships to assist in disrupting several operations involving migrant smuggling to Canada via air, sea or land modes of transportation; and,
- INTERPOL and EUROPOL Ottawa facilitated the exchange of information with offices abroad and supported investigations, including issuing red notices and subsequent apprehensions of individuals involved in crimes that spanned international borders.

Federal Policing Prevention and Engagement

In 2021-22, the Federal Policing Prevention and Engagement Unit and the First Responder Terrorism Awareness Program merged to become the Federal Policing Strategic Engagement and Awareness (FP-SEA) Unit. This single team addresses all Federal Policing strategic priorities within its awareness mandate and is better positioned to operate with a more fulsome perspective of all Federal Policing issues and engage with key partners in a more strategic manner.

In addressing Federal Policing priority enforcement areas, FP-SEA collaborated with key partners and developed a variety of awareness products for stakeholders on topics such as insider risk, fraud, clandestine synthetic drug labs, cryptocurrency, and cybercrime. It also developed a guide called [Reporting Suspicious Incidents to Police^{vi}](#) with information for the public on how to recognize and report behaviours that may be linked to hate crimes, radicalization to violence, extremist propaganda, and/or terrorism mobilization.

Federal Operations Support

Over the reporting period, Federal Policing made strides towards improving information technology and advancing the integration of administrative and operational data to ensure it is available to support decision-making. Some notable achievements included:

- replacing aging equipment, foundational services, and national infrastructure to modernize the RCMP's national IT system that stores and processes data from National Security investigations and operations; and,

- this included adding new features and functionalities related to enhanced security and data loss prevention in alignment with the Canadian Committee on National Security Systems' safeguarding requirements.
- the continued use of Federal Policing's Integrated Collaborative Environment (ICE), which allows for collaboration on, and automation of, key documents and reports;
- furthering the use of Federal Policing's secure, non-proprietary platform that manages large sets of data as part of significant police investigations; and,
- establishing the Data Operations Tactical Sciences (DOTS) service, which provides tailored analytical services to investigators and analysts to discover information of operational value.
 - During the year, DOTS supported 18 investigations across seven RCMP divisions with fraudulent activity pattern discovery, location data analysis, image analysis, and analytic visualizations.

Governance

Federal Policing continued to develop a plan of action to restore Federal Policing capacity and leverage civilian expertise in the coming years. This is in an effort to bolster core activities such as intelligence analysis and international policing, as well as to advance and streamline investigations.

In 2021, the RCMP expanded these potential opportunities by creating a new investigative role, the Civilian Criminal Investigator (CCI). These positions are currently focused on supporting investigations into financial crime and cybercrime, as Federal Policing seeks to keep pace with the rapidly evolving criminal landscape in these sectors.

Federal Policing also launched FOYER, a centralized, secure workspace for completing investigational forms in an interactive environment, and a key source of business intelligence. FOYER helps guide employees through the necessary workflow to report on major investigational projects and standardizes common datasets. The resulting datasets are shared easily and securely to help inform decision-making.

Gender-based analysis plus

- Within its Equity, Diversity and Inclusion (EDI) Action Plan, Federal Policing advanced GBA Plus as a key priority in its national collective staffing efforts. It made modifications to its assessment processes to ensure it is looking for hidden biases, removing potential barriers to diverse groups, and establishing diverse hiring boards.
- Federal Policing established a Covert Operations Advisory Committee on EDI to amplify diverse voices and provide a reoccurring opportunity to:
 - discuss issues concerning EDI within the RCMP's Covert Operations Branch;
 - identify goals that align with Covert Operations' EDI Strategy and implement action plans to achieve them; and,
 - monitor and report on progress on these commitments.

- The Witness Protection Program (WPP) applied GBA Plus as part of its protectee assessment. Upon admission to the program, each protectee undertakes a series of assessments to create a case management plan to address their unique safety, security, and other needs. Furthermore, WPP continued 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.

Results achieved

The following table shows, for Federal Policing, the results achieved, the performance indicators, the targets, and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Performance indicators	Target	Date to achieve target	2019-20 actual results	2020-21 actual results	2021-22 actual results
Canada and Canadian interests are safe and secure against serious and complex criminal threats	Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available ^{vii}	March 31, 2022	Not available ^{viii}	14%	14%
	Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise)	Not available ^{ix}	March 31, 2022	Not available ^x	250% ^{xi}	100% ^{xii}
	Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to threats to National Security"	90%	March 31, 2022	86%	75%	72%

2021-22 Departmental Results Report

	Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available ^{xiii}	March 31, 2022	Not available ^{xiv}	33%	44%
	Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available ^{xv}	March 31, 2022	Not available ^{xvi}	67%	400% ^{xvii}
	Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats"	70%	March 31, 2022	60%	50%	48%
	Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Not available ^{xviii}	March 31, 2022	Not available ^{xix}	35%	20%
	Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise)	Not available ^{xx}	March 31, 2022	Not available ^{xxi}	118% ^{xxii}	233% ^{xxiii}

	Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Transnational and Serious Organized Crime"	85%	March 31, 2022	82%	61%	58%
--	--	-----	----------------	-----	-----	-----

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

Budgetary financial resources (dollars)

The following table shows, for Federal Policing, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 planned spending	2021-22 total authorities available for use	2021-22 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
861,390,157	861,390,157	1,226,767,184	1,231,734,793	370,344,636 ^{xxv}

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
5,139	4,994	(145)

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

National Police Services

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

Results:

RCMP Operational IM/IT Services

The IM/IT program continued to advance its [Digital Policing Strategy](#)^{xxviii}, which sets out the digital capabilities required to support modern policing operations through the ongoing delivery of digitally-enabled initiatives.

To advance collaboration and information sharing for remote workers, the IM/IT Program continued to advance the digital workspace initiative by expanding the use of digital tools for employees, which have been configured to the RCMP's heightened security requirements. The rollout of MS Teams to all RCMP mobile devices was a key milestone for 2021-22, as well as enhancing MS Teams to enable a secured platform for protected information sharing. The program also supported the Government of Canada's goals for openness and accountability by:

- designing an Open Government Strategy and a multi-year action plan^{xxix};
- releasing data sets around police intervention^{xxx};
- creating a multi-stakeholder forum on transparency; and,
- co-chairing the Security and Intelligence Open Government Working Group.

Forensic Science and Identification Services

The pandemic has had significant effects on Forensic Science and Identification Services (FSIS), with the program having to manage consistently increasing demand^{xxxi} while adhering to COVID-19 protocols in the workplace. While there were delays in responses for biology and toxicology requests, completion rates for service requests related to the National Anti-Counterfeiting Bureau and trace evidence exceeded targets for the fiscal year. This was accomplished by analyzing intake requests, providing realistic initial target completion dates, and building capacity with new hires.

In addition to these initiatives, FSIS:

- undertook modernization initiatives to support the biology program, including improvements to evidence recovery processes and tools, evaluation of rapid DNA

instruments, as well as continued planning for the deployment of new software to help increase laboratory efficiencies and capabilities;

- increased capacity and modernized workflows in the toxicology program to improve responses times, with a special emphasis on the processing of blood samples related to drug impaired driving investigations where the concentration of drugs in the blood was above the legal limit;
- added additional firearms cartridge acquisitions to the Canadian Integrated Ballistics Identification Network (CIBIN) to assist with timely firearms investigations; and,
- tested new technology and innovative approaches to obtain latent prints on fired shell casings and other non-porous materials.

Canadian Police College

The Canadian Police College (CPC) continued to support the professionalization of police services and the development of enhanced skills and knowledge. The CPC maintained collaborative partnerships with academia and specialized communities of practice, including the First Nations University of Canada, to inform course offerings, content, and provide additional Indigenous-led developmental opportunities. This year, the CPC:

- met with the newly established RCMP-Indigenous Collaboration, Co-Development and Accountability office to help strengthen its approaches to diversity and inclusion; and,
- offered, in partnership with Kairos Canada, four virtual sessions of the Kairos Blanket Exercise, which explored the nation-to-nation relationship between Indigenous and non-Indigenous peoples in Canada.

Sensitive and Specialized Investigative Services

In 2021-22, Sensitive and Specialized Investigative Services (SSIS) furthered several important initiatives to provide operational support, expertise, intelligence, training, technology, and analysis for cases related to online child sexual exploitation, missing and exploited persons, victims of violent crime, sexual offenders, and serial crimes. Of note:

- The National Child Exploitation Crime Centre (NCECC) received approximately 81,799 requests, complaints, and reports for assistance. The NCECC also increased the number of identified Canadian victims in the International Child Sexual Exploitation Database by approximately 21%, from 1,916 to 2,320, to support investigations and minimize duplication of efforts.^{xxxii}
- The Truth Verification Section completed 1,293 pre-employment polygraph tests for RCMP regular member applicants and 318 forensic polygraph tests to support ongoing investigations.
- The National Centre for Missing Persons and Unidentified Remains (NCMPUR) provided assistance to over 3,200 individual investigations. For example, the NCMPUR coordinated the reunion and safe return to Canada of a 7-year-old girl and her father, following the child's abduction to another country.

- The Behavioural Sciences Investigative Services' National Sex Offender Registry program launched a new database in April 2021. The modernized database includes electronic submission functionality and a tactical query request portal.

The Strategic and Operational Services Health and Wellness program developed various mitigation strategies to support employee health and wellness, including training sessions focused on the various stressors and potential impacts of working with sensitive and graphic material.

RCMP Specialized Technical Investigative Services

Specialized Technical Investigative Services provided modern specialized support services to clients and partners. Specifically:

- Air Services recorded over 14,862 flight hours to directly support national security and to combat serious organized crime operations;
- Technical Investigations Services continued to deliver technical capabilities to front-line police officers to obtain digital evidence during complex criminal investigations in a lawful and Charter-compliant manner;
- RCMP Protective Technical Services worked closely with law enforcement and public safety partners to develop and assess physical security and protective technologies; and,
- work continued to modernize techniques and technologies deployed to support the RCMP's mandate, including specialized situational awareness tools and remote piloted aerial systems.

In 2021-22, the National Cybercrime Coordination Unit (NC3) received and actioned 1,447 requests for operational assistance and collaboration including 742 requests from domestic law enforcement and 705 from international law enforcement partners. The NC3 also completed 176 cyber victim notification files, which involved alerting 318 organizations that their systems had been, or were at risk of being, compromised. Of note, the NC3 directly contributed to:

- the successful coordination of a joint ransomware cybercrime operation (Project CODA), resulting in charges against an individual related to cyber attacks against governments, businesses and individuals in the US and Canada;
- the lawful seizure of cybercrime infrastructure (i.e., servers) located in Europe, saving a victim from a \$3 million ransomware payout and permanent loss of their data; and,
- Operation GoldDust, an international investigation into the Sodinokibi/REvil ransomware variant, resulting in the arrest of multiple threat actors.

Canadian Anti-Fraud Centre

The Canadian Anti-Fraud Centre (CAFC) directly contributed to the disruption of cryptocurrency related frauds and vulnerable victim frauds, and coordinated multiple international fraud disruption efforts. These efforts included: 1,855 instances of disruption with telephone service providers; 10,773 with email service providers; 4,251 with merchants; and 18,356 involving bank accounts. The CAFC also supported multinational efforts that addressed compromised emails, leading to several arrests in Canada and abroad. In partnership with the US Secret Service, the CAFC helped recover approximately \$750,000 USD in lost funds for a US company after they reported the fraudulent transaction to the CAFC.

Criminal Intelligence Service Canada

Throughout the past year, Criminal Intelligence Service of Canada (CISC) provided Canadian law enforcement partners with a variety of criminal intelligence assessments on serious organized crime threats affecting the public. To clarify information for clients, CISC increased its use of data visualization within the assessments. CISC also enhanced its integrated threat assessment processes by adding criteria to better reflect information on money laundering, led national working groups to enhance intelligence-sharing with partners on high-threat groups and criminal markets, and published its [2021 public report on organized crime](#)^{xxxiii}. CISC further continued to advance the Canadian Criminal Intelligence System Project to replace its existing criminal intelligence database. Project funding was secured, foundational software was procured, and the planning and design phases have been completed.

RCMP Departmental Security

Departmental Security implemented new Information Technology and Information Security protocols – based on current and future technological risks – that support RCMP business lines with effective mitigation strategies. In addition, Departmental Security continued to modernize personnel security screening activities to better support the RCMP, which included the launch of the new Security Screening Management Systems, along with policy and process changes to reduce screening wait times. The enhancement of the Insider Threat Program continued to be a key component of the RCMP's efforts to mitigate risks, and included a spectrum of directives and policies related to organizational, management, and employee responsibilities.

Canadian Firearms Investigative and Enforcement Services

During the fiscal year, Canadian Firearms Investigative and Enforcement Services (CFIES):

- enhanced its firearms tracing capacity and educated the public on the benefits of tracing to identify sources of, and trafficking routes for, illegal firearms;
- created a new national tracing database to support strategic and tactical-level analysis on the illegal movement and criminal use of firearms;

- provided outreach and support to law enforcement partners to strengthen information-sharing to detect straw purchasing^{xxxiv} and counter firearms trafficking and smuggling; and,
- delivered specialized training and technical assistance on firearms identification, changes to legislative and regulatory requirements, as well as new technologies and emerging trends in illicit manufacturing.

As part of the Initiative to Take Action Against Gun and Gang Violence, CFIES continued to collaborate with internal and external partners, including the CBSA, to bolster firearms licence eligibility screening of high-risk individuals, and produced an annual report on the national firearms landscape.

Firearms Licensing and Registration

In 2021-22, the Firearms Licensing and Registration (FLR) Program issued a total of 138,898 individual firearms licences, as well as 293,600 renewals, while refusing 1,146 licenses and revoking 3,011. The program also issued 328 business licences, renewed 760, and revoked one. Due to these high volumes, the program continued to make several enhancements to improve service delivery:

- A multi-phased project was initiated to modernize the Canadian Firearms Information System, which will improve client experience, reduce manual processes, and strengthen FLR's ability to support evolving needs.
- FLR continued to develop and revise business processes and standards – such as those related to licence eligibility screening and the design of firearms ranges – in an effort to continually enhance public safety.

Gender-based analysis plus

- The Canadian Firearms Program (CFP) worked on the first phase of the Canadian Firearms Digital Services Solution (CFDSS) to enhance service delivery to all clients. The findings of a GBA Plus assessment supported the development of this solution to provide a digital first, multi-channel service delivery to allow clients to choose their method of interacting with the CFP (e.g. online, by phone or by mail).
- SSIS continued to collect GBA Plus data elements (sex, age, etc.) as available to monitor the gender-based nature of crimes it investigates, such as online child exploitation and sexually violent crimes. This will allow SSIS to identify trends within these crime types, enhance its ability to report, and have a more effective law enforcement response based on those observed trends.
- As a part of Departmental Security's governance renewal, GBA Plus was applied to select personnel security processes, guides, and questionnaires. Departmental Security also modified its Security Screening Management System so it could better represent non-binary individuals.

Experimentation

- The RCMP launched a forensic identification resourcing model that uses operational data to support alternative service delivery models in regions of rapid population growth that is increasing the demand for forensic identification. This approach has led to supplemental resources in certain areas, and has attracted other categories of employees to the sector.

2030 Agenda for Sustainable Development

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- During the pandemic, the CPC pivoted from offering training exclusively on-campus to expanding services through online delivery, leveraging the CPC Digital Strategy. The CPC developed and delivered additional online courses and workshops, using improved digital learning platforms and IM/IT networks. In doing so, it was able to reach a broader audience while reducing barriers to access course content. Clients benefited from having more flexible learning options to support specialized training and leadership development. The expansion of online training and regional delivery has resulted in a natural reduction in the use of current campus infrastructure, helping the CPC reduce its overall carbon footprint.

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 High-Risk Sex Offender (HRSO) Program completed a total of 3,758 risk assessments of offenders registered on the National Sex Offender Registry. Of those, 854 resulted in high-risk scores and enhanced monitoring. In collaboration with Global Affairs Canada, the HRSO acted on 46 notifications of Canadian nationals who were convicted of child sex crimes in foreign countries and sought consular services. On three occasions, HRSO coordinated the interception of sex offenders convicted in a foreign country and deported to Canada.

Results achieved

The following table shows, for National Police Services, the results achieved, the performance indicators, the targets, and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Performance indicators	Target	Date to achieve target	2019-20 actual results	2020-21 actual results	2021-22 actual results
Modern specialized services and technology support Canadians and law enforcement	Percentage of forensic laboratory service requests completed within the target time, by program ^{xxxv}					
	Biology	80%	March 31, 2022	53%	50%	62% ^{xxxvi}
	Toxicology	80%	March 31, 2022	47%	50%	33% ^{xxxvii}
	Firearms and Toolmark Identification	80%	March 31, 2022	86%	66% ^{xxxviii}	82% ^{xxxix}
	National Anti-Counterfeiting Bureau	80%	March 31, 2022	37%	98% ^{xl}	98% ^{xli}
	Trace Evidence	80%	March 31, 2022	63%	68%	84% ^{xlii}
	Percentage of National Child Exploitation investigative packages completed and sent to law enforcement within target time ^{xliii}	80%	March 31, 2022	Not available	Not available	Not available ^{xliv}
	Percentage of advanced digital forensic service requests received and actioned within target service standards	80%	March 31, 2022	62%	80%	62% ^{xlv}
	Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments	Run: 73%; Grow: 16%; Transform: 11%	March 31, 2022	Not available ^{xlvi}	Run: 70% Grow: 22% Transform: 8% ^{xlvii}	Run: 63% Grow: 21% Transform: 16% ^{xlviii}
Percentage of respondents who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College"	80%	March 31, 2022	84%	82%	Not available ^{xlix}	

Financial, human resources, and performance information for the RCMP's Program Inventory is available in [GC InfoBase](#).¹

Budgetary financial resources (dollars)

The following table shows, for National Police Service, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 planned spending	2021-22 total authorities available for use	2021-22 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
498,372,148	498,372,148	715,428,681	637,732,230	139,360,082 ⁱ

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
4,008	3,723	(285)

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

Contract and Indigenous Policing

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

Results:

Provincial/Territorial Policing and Municipal Policing

Throughout the past year, significant efforts were made to strengthen relationships and consultations between the RCMP and Contract Partners via the Contract Management Committee (CMC). Most notably, an enhanced consultation protocol has been formally endorsed by the RCMP and CMC and continues to be integrated into existing processes.

De-escalation Training and Equipment

In 2021, the RCMP updated its training and equipment, to provide front-line officers with enhanced de-escalation capability. Officers now receive strengthened Crisis Intervention and De-escalation training as a result of the redesigned, updated, and implemented RCMP Public and Police Safety Instructor Course and Block Training, which includes crisis intervention de-escalation techniques throughout the course content. Utilization of virtual reality scenarios developed by targeted audiences such as mental health advocates has been critical. Modernization of police and public safety intervention equipment continues, including through the updating of RCMP less-lethal intervention options, such as the Conducted Energy Weapon (CEW) and 40mm extended range impact weapon (ERIW) (sponge-tipped round).

Indigenous Policing

In addition to regularly scheduled meetings with the Commissioner, the Commissioner's National Indigenous Advisory Committee members participated in a total of 10 consultations with the RCMP in 2021-22. These consultations explored the nature of the RCMP's collaboration with Indigenous organizations and communities and the extent to which it affects trust. They provided perspectives on the barriers to building trust between the RCMP and Indigenous peoples, and also suggested opportunities to enhance the RCMP's reconciliation actions moving forward.

Contract and Indigenous Policing Operations Support

The RCMP's Sexual Assault Review Team (SART) continued to review recently concluded, unfounded sexual assault files to identify areas where guidance and policy could be improved for investigations. During the fiscal year, the SART reviewed approximately 400 unfounded files and developed guidance and training to further enhance investigators' skills towards conducting

thorough, victim-centred, trauma-informed investigations in line with RCMP best practices, policies, and applicable legislation.

The SART continued piloting its Sexual Offence Investigations online course. An in-person, three-day course on sexual offence investigations was also developed and successfully delivered to RCMP members in the Northwest Territories and Yukon.

RCMP National Traffic Programs and Operational Technologies (NTPOT)

During the year, as the leader in Drug Recognition Expert (DRE) certification, the RCMP:

- facilitated seven DRE certification events, instead of the planned 25 events as a result of the pandemic; and,
- facilitated the certification of 40 new Standardized Field Sobriety Testing (SFST) instructors for the Department of National Defence's (DND) Military Police Branch. In doing so, the RCMP has made DND self-sufficient to train and deliver SFST courses to its members.

Force Generation

Continuing COVID-19 restrictions in 2021-22 severely impacted the RCMP's ability to sustain and meet previous targets for force generation. This, coupled with the competition among other police services to recruit from a limited talent pool for specialized candidates, has led to a decline in the number of applicants to the RCMP in 2021-22. The RCMP received 9,964 applications during the fiscal year, as compared to the 11,800 it received in 2020-21. The same decline is being experienced in the retention and recruitment of public servants. In 2021-22, the RCMP experienced almost double the attrition rate (9.97%) compared to last year (5.72%) for public servants, who fulfill the enabling functions of the RCMP. This is attributed to an increase of retirements and resignations in 2021-22 (828) compared to the previous year (460).

Recruitment Modernization

To meet recruiting targets in the future, the RCMP is prioritizing modernizing its recruitment and retention models and approaches. Modernization efforts focused on ensuring the RCMP is recruiting the right people for the right roles, and who have the balance of characteristics, attributes, and diversity of identity and experience to be successful modern-day police officers. The National Recruiting Program (NRP) partnered with external expertise and worked on three key projects, which included:

- conducting an end-to-end review of the NRP;
- developing a model to define characteristics and attributes for general duty police officers and specialized policing areas; and,
- successfully launching the Recruitment Evaluation Centres as a new component in the Regular Member recruitment process, where candidates are assessed on modernized characteristics and attributes during a two-day immersive event through a number of simulations, exercises, fitness testing, and interviews.

This year, the NRP took steps to support recruitment renewal, including the modernization of the RCMP's Online Entrance Assessment. Candidates can now be assessed virtually on cognitive aptitude and suitability for employment as RCMP police officers, which reduces the time to process candidates by eliminating in-person testing sessions. The RCMP also outsourced its Psychological Suitability Screening and Medical Assessment to reduce backlog and impacts on Occupational Health Services. This new model is expected to significantly reduce the average processing time of applicants. NRP also developed and implemented a standardized work description and training curriculum for Proactive Recruiters to properly reflect their roles, which will be used to train new and current proactive recruiters across the country for dynamic outreach with communities.

Recruiting employees from racialized and Indigenous communities

During the year, the RCMP also continued its efforts on recruiting applicants from racialized and Indigenous communities through initiatives such as:

- piloting a program with Makigiaqta Inuit Training Corporation to help Inuit gain the skills and training required (such as literacy, numeracy, first aid and driver's licences) to successfully complete the RCMP's recruiting process; and
- hosting the annual Indigenous Pre-Cadet Training Program IPTP, an immersive 3-week program at the RCMP Training Academy for up to 32 Indigenous youth from across the country to learn more about the RCMP. Following the IPTP, candidates receive a 90-day assignment in their home detachment to reinforce their engagement with the organization and ideally apply to the RCMP.

As a result, in 2021-22:

- 7% of RCMP regular members self-identified as Indigenous peoples; and
- 12% of RCMP regular members self-identified as members of a visible minority.

Gender-based analysis plus

GBA Plus was considered in the development and roll out of the pilot project for body-worn cameras (BWCs) as held from November 2020 to May 2021 in Iqaluit, with 53 officers wearing BWCs. During the pilot, approximately 14% of all occurrences were recorded, resulting in 3,652 videos. A total of 73 community members and 13 RCMP members participated in surveys about their perceptions of BWCs and their experiences during the pilot, with the following results:

- 68.5% reported that BWCs increased their trust in the police;
- 77.2% reported that BWCs helped the police be more transparent;
- 61.5% reported that BWCs increased public safety; and,
- 61.4% reported that BWCs improved the relationship between the police and the community.

Overall, most RCMP members surveyed indicated that BWCs make them feel safer on the job (61.6%), and they supported adopting BWCs for all front-line members (85%).

Race-based analysis on the community survey data found three notable findings among respondents who identified as Inuit:

- 69% reported believing that BWCs would reduce police use of force;
- 31% reported concerns that BWCs might be an invasion of their own privacy and their community's privacy (38 per cent); and,
- 15% reported having greater cultural, religious, and spiritual concerns with regard to BWCs.

Experimentation

There is a continued focus on improving police interactions with and responses to persons with mental illness (PMI). During the year, work continued on a collaborative, multi-method, cross-jurisdictional study between Carleton University, the National Police Federation, the Canadian Police Association, and the RCMP to study the nature of police interactions with PMIs in Canada. The study seeks to understand the approaches used by Canadian police services to respond to mental health calls and the demands these calls place on the police.

The RCMP Operational Research Unit, in collaboration with National Youth Services, continued piloting the LifeSkills Training (LST) in Alberta, Manitoba, and New Brunswick. LST is an evidence-based substance abuse prevention and lifestyle program for youth that focuses on changing behaviours and, more specifically, helping students develop general social skills, tobacco/alcohol/drug resistance skills, and personal self-management skills (e.g. decision-making). The ongoing evaluation will assess whether the RCMP should recommend LST as an approved substance use prevention program. If recommendations support implementation, the LST would be rolled out nationally to replace the Drug Abuse Resistance Education (DARE) program and Aboriginal Shield.

Results achieved

The following table shows, for Contract and Indigenous Policing, the results achieved, the performance indicators, the targets, and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Performance indicators	Target	Date to achieve target	2019-20 actual results	2020-21 actual results	2021-22 actual results
The RCMP provides modern contract	RCMP weighted clearance rate across contract policing jurisdictions ^{liv}	39	March 31, 2022	32.65 ^{lv}	33.23 ^{lvi}	31.46

2021-22 Departmental Results Report

policing services	Crime Severity Index ^{lvii}	Not Available	March 31, 2022	114.97 ^{lviii}	110.07 ^{lix}	108.11
	Rural crime rates in RCMP jurisdiction	TBD	March 31, 2022	Not available	Not available	Not available ^{lx}
	Percentage of surveyed Canadians who agree with the statement "I feel safer because of the RCMP"	64%	March 31, 2022	64%	57%	52%
	Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"	TBD	March 31, 2022	Not available ^{lxi}	65% ^{lxii}	55%
Improved relationships with and outcomes for Indigenous peoples	Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"	TBD ^{lxiii}	March 31, 2022	Not available	49% ^{lxiv}	43%
	Percentage of individuals who are diverted into a Restorative Justice Program (pre-charge diversion from conventional criminal charges)	TBD	March 31, 2022	Not available ^{lxv}	Not available ^{lxvi}	Not available ^{lxvii}

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

Budgetary financial resources (dollars)

The following table shows, for Contract and Indigenous Policing, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 planned spending	2021-22 total authorities available for use	2021-22 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
1,499,755,750	1,499,755,750	2,944,275,116	2,744,234,374	1,244,478,624 ^{lxix}

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
18,483	18,379	(104)

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

Internal Services

Description

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

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

Results:

Human Resources

People Strategy

The RCMP continued to advance its People Strategy designed to modernize the Human Resources (HR) function and create a skilled and diverse workforce. The newly established HR Transformation Team focused on developing an effective governance framework and working groups to discuss key initiatives that are essential to the execution of the People Strategy. Project leads have addressed their capacity and capability challenges to ensure all initiatives were properly supported.

Equity, Diversity and Inclusion

The RCMP is committed to addressing anti-racism and discrimination in its workforce and in the communities it serves. As part of this commitment, the RCMP continued to advance its Equity, Diversity and Inclusion (EDI) Strategy, which sets the foundation to serve employees and communities with dignity and respect. In support of the EDI Strategy, RCMP divisions and business lines created implementation plans, which will be measured through performance metrics to ensure its success.

In January 2022, the RCMP established a dedicated team to support the Race-Based Data Collection (RBDC) Project. The RBDC team proposed a series of pilot projects to test data

collection and analysis using the RCMP's current operational records management systems at different sites across Canada. In addition, the RBDC team improved its collaboration by co-creating a multi-agency Race and Identity-Based Data working group, focused on improving policing by identifying gaps using an anti-racism and anti-discrimination framework.

The RCMP-Indigenous Collaboration, Co-Development and Accountability (RICCA) office was established in 2021 to mobilize the RCMP to increase recruitment, retention, and advancement of First Nations, Inuit, and Métis peoples and to create leadership development opportunities for Indigenous employees. Within the RCMP, RICCA brought together two Indigenous employee networks – the RCMP Indigenous Employee Council (RIEC) and the Women's Employee Network (WIN) – to promote a culturally relevant community where First Nations, Inuit, and Métis employees can advance their unique needs. Externally, RICCA collaborated and co-developed solutions to systemic barriers to create space for bias-free policing interactions with communities and to ensure HR strategies include an Indigenous lens and Indigenous languages.

During the year, RICCA:

- worked on recruitment projects to increase Indigenous representation in the RCMP;
- worked within the RCMP to create Indigenous-focused staffing inventories and pools to support the organization in meeting and maintaining a representative workforce; and,
- leveraged networks such as the Indigenous Lived-Experience Advisory Group to seek ideas and inform staffing processes.

Mental Health

In March 2021, the RCMP launched its RCMP Employee Well-being Strategy (2021-2024) to help address the operational stress and trauma that front-line and law enforcement support employees face in their day-to-day work. This strategy emphasizes the importance of prevention, early recognition and intervention at the onset of mental health injury and illness. The strategy includes 12 key initiatives that demonstrate the RCMP's commitment to building a healthy, safe, and resilient organization.

In its first year, the strategy led to: the roll-out of the Support for Operational Stress Injury Program across the organization; the launch of a new module on "Creating a Psychologically Healthy Workplace" in the Manager Development Program; the classification and creation of Well-being Ambassador positions; the nationalization of the Reintegration Program; the expansion of the Psychological Health Screening Program; and, the embedding of the Informal Conflict Management Program in the harassment complaint/resolution process.

Independent Centre for Harassment Resolution

In line with external reports and recommendations to improve the RCMP harassment resolution process, a new independent harassment and violence prevention resolution regime, the Independent Centre for Harassment Resolution (ICHR), was launched on June 30, 2021. The ICHR gives employees a trusted and consistent harassment resolution process that resides outside of the RCMP chain of command and is accessible and supports accountability.

The ICHR, an independent unit in the RCMP that reports to a senior civilian official and is staffed by civilians, received 373 notices of occurrence of harassment between January 1, 2021 and December 1, 2021, and 132 notices of occurrence between January 2022 and March 31st 2022.

Comparatively, prior to implementation of the ICHR, the RCMP received 213 harassment complaints in 2020 and 190 in 2019. Complaints received from Regular and Civilian Members of the RCMP during this time were investigated by internal investigators. The increase in volume was anticipated and demonstrates employee willingness to engage with this new mechanism to address complaints. Most alleged incidents reported to the ICHR to date relate to allegations of abuse of authority or discrimination. The third most reported incident type was interpersonal department (i.e. a behaviour that caused offense to someone), while complaints about sexual harassment made up about 10% of all reported incidents.

As of January 1, 2021, investigations of harassment and violence complaints in the RCMP are solely being conducted by external investigators, using Public Services and Procurement Canada's mandatory National Master Standing Offer. While the increase in volume of complaints was anticipated, the supply of external investigators has not met the growing demand of requests from RCMP employees for investigations.

During its first six months of operation, the ICHR hired staff and established and refined its intake and file management processes and procedures. A new unit to offer enhanced support to victims of criminal offences and enhance support to complainants was introduced in November 2021.

On July 30, 2021, the RCMP released the new Workplace Harassment and Violence Prevention, Investigation and Resolution Policy, which is now accessible to all RCMP employees. The policy focuses on harassment and violence prevention and resolution, but does not address the discipline process. A communique was distributed to inform all employees of the new policy and key changes, which allow for a more robust policy approach to preventing and addressing harassment and violence in the RCMP workplace.

As part of this new policy, retaliation of any kind for submitting a notice of occurrence to the ICHR is considered a form of harassment, which can be reported. Additionally, the [*Public Servant Disclosure Protection Act*](#)^{lxxii} complaint process is also available to employees who face reprisal as a result of bringing forward complaints of wrongdoing in the workplace.

Collective Bargaining and Labour Relations

A key milestone achieved during the reporting period was the signing and implementation of the RCMP's first collective agreement for regular members (under the rank of Inspector) and reservists, which provides for consistent terms and conditions of employment and establishes a labour relations framework that supports both employees and effective police operations.

Action, Innovation and Modernization

Action, Innovation and Modernization (AIM) provided centralized coordination, capacity, and oversight for the RCMP's Vision 150 & Beyond modernization plan, including leading key initiatives related to modernization and culture change. It also led efforts to advance GBA Plus across the organization as well as innovation and experimentation, as detailed below.

GBA Plus Centre of Expertise

AIM has been working to increase the RCMP's internal GBA Plus capacity to ensure the consideration of diverse community needs, to foster a more inclusive workplace, and as a key tool to support overall modernization. AIM provided centralized governance, advice, and support to RCMP senior management and RCMP employees on the application of GBA Plus, including by collaborating directly with RCMP subject matter experts on priority initiatives. Through ongoing engagement and training, internal GBA Plus capacity continues to be enhanced to ensure RCMP policies, programs, operations, and decision-making are informed by the consideration of diverse experiences and needs.

The RCMP GBA Plus Network, which includes representatives from all RCMP business lines and most divisions, continued to meet quarterly to support GBA Plus capacity building by providing a forum to discuss priorities, common issues, and to share knowledge, resources and tools. A series of GBA Plus awareness and training sessions were held to better equip network members with the practical knowledge to support divisions and business lines in consistently applying GBA Plus.

Modernization and Innovation

In 2021-22, AIM:

- continued to work with contracted professional services resources to support modernization efforts, which resulted in more than 44 products and services delivered and over 30 short-term outcomes achieved including the renewal of the RCMP's Core Values and development of an Organizational Values Statement;
- added to existing networks to establish an Innovation Hub that will facilitate collaboration and information exchange on innovation and modernization priorities with internal and external stakeholders;
- worked through Innovative Solutions Canada to establish innovation contracts with industry to improve key equipment – including the development respirators that can be worn with facial hair – in support of diversity and inclusion objectives;
- launched culture change pilot projects in two RCMP divisions – Prince Edward Island and Nunavut – focusing on the implementation of key behaviours to effect culture change, based on an internally tested approach; and,
- laid the groundwork for an upcoming pilot project of operational uniform shirts with new designs and features with a diverse group of RCMP police officer representatives across Canada, and identified other uniform modernization initiatives such as faith-based headdresses and Indigenous items.

Access to Information and Privacy Modernization

During the year, the RCMP developed and launched a [modernization strategy](#)^{lxxiii} and [action plan](#)^{lxxiv} for its Access to Information and Privacy (ATIP) program. The plan, which is being implemented over the next five years, addresses recommendations made by the Office of the Information Commissioner of Canada and fulfills the RCMP's obligations under both the *Access to Information Act* and the *Privacy Act*. This year, the ATIP program:

- reorganized its branch into three separate streams that will provide the necessary leadership and resources to the core functions of Information Access, Privacy, and Operational support;
- developed and launched a new online, internal ATIP Fundamentals course for its employees, resulting in 6% of its workforce successfully completing it within four and a half months; and,
- developed a number of key tools and manuals including an ATIP reference manual, an ATIP front-line contact card, and educational material for RCMP divisional staff on the importance of ATIP.

These, and other efforts, are resulting in some tangible early results, with significant improvements to compliance rates under the *Privacy Act* and the *Access to Information Act*.

Professional Responsibility Sector

As part of its efforts to improve its response times to interim reports from the Civilian Review and Complaints Commission (CRCC), the RCMP achieved the following results:

- all new interim reports received from the CRCC since April 1, 2021 have been responded to within six months, as per the service standard agreed to between the RCMP and the CRCC;
- the backlog of interim report responses received prior to April 1, 2021 was eliminated on November 26, 2021; and,
- the RCMP responded to 150 CRCC interim reports from April 1, 2021, to March 31, 2022.

In response to recommendations in the [Final Report on the Implementation of the Merlo Davidson Settlement Agreement](#)^{lxxv}, the RCMP initiated a review of its Conduct Measures Guide in 2021-22. The RCMP hired an external expert in October 2021 to conduct this review of current disciplinary measures and their application to ensure they meet modern expectations of adequacy, fairness, transparency and effectiveness. The objective of the work is to ensure there is a trusted and effective conduct regime that is inclusive of appropriate conduct measures and in line with employee and public expectations.

The review is organized around two phases: Phase 1 focused on cases of established conduct related to harassment and sexual misconduct. Phase 2 will focus on the review of established conduct related to the remaining sections of the Code of Conduct. The Phase 1 report was received on February 24, 2022. The report and recommendations were shared, and discussions

are ongoing with RCMP senior management and a panel of key internal stakeholders, including bargaining agents.

As part of Vision 150, the RCMP's core values were reviewed, renewed, and approved in 2021-22 through an internal and external engagement process to ensure the values were inclusive, well-understood, and continued to reflect a modern Canada. The consultations included employees, Indigenous nation builders, community stakeholders, bargaining agents, and the RCMP Management Advisory Board (MAB). Based on a recommendation from the RCMP MAB, an organizational values statement was also developed to pledge the commitment of all employees to live the core values in the workplace and in our communities, in order to maintain and build trust and confidence.

Corporate Management

Greening Government

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

- establishing a Departmental Sustainable Development Strategy team, which is tasked with identifying social, economic and environmental sustainability measures and activities to improve the RCMP's contribution to Canadian sustainability;
- moving forward with the development of a common design for net-zero-carbon small detachments, which could be applied to detachment replacement projects where feasible. This will help align the RCMP reach the target of reducing greenhouse gas emissions by 40% by 2025, when compared to the 2005-06 baseline;
- leading a successful proposal to the Treasury Board of Canada Secretariat on the Interdepartmental Marine Fleet Low/Zero-Emission Indicative, which examines the replacement of internal combustion engines with low or zero-emission engines for small vessels; and
- continuing to support a proposal by National Resources Canada to deploy zero-emission and clean-fuel powered vehicles by evaluating these on-road, light-duty vehicles in a law enforcement capacity.

Procurement

- The RCMP carried out extensive industry engagement to support the development of a Request for Proposal to implement a national body-worn camera program.
- The RCMP reviewed internal practices to conduct conscientious procurement to contribute to the economic development of Indigenous communities and support the minimum target of 5% of the total value of contracts awarded to Indigenous businesses.
- With the goal to enhance the security of Canadians and the safety and well-being of RCMP front-line officers, the RCMP launched plans to modernize the service pistol through an agile procurement process, including significant industry engagement.

Gender-based analysis plus

- GBA Plus was applied to the ICHR through the collection of self-identification data during the ICHR intake process to better understand the experiences of diverse groups of employees. This ensures a trauma-informed approach for those who access the ICHR, and supports them throughout the process.
- GBA Plus was used in the implementation of the new RCMP National Harassment and Violence Policy.
- GBA Plus was integrated and applied within the RCMP's body-worn camera initiative to ensure that new body-worn cameras are inclusive of diverse communities and can be worn by police officers with different physical characteristics. National-level consultations with Black, Indigenous, and People of Colour (BIPOC), LGBTQ2S+ communities, and women's and victims' groups, have been integrated into the RCMP's engagement strategy. Additionally, regular members have been consulted to inform the assessment and selection of devices, and GBA Plus is being used to find ways to ensure the procurement process is more inclusive.

Experimentation

In recent years, RCMP uniform modernization has provided the organization with promising practices for innovation projects. Following a survey conducted with RCMP members in 2019 on the operational uniform, the RCMP undertook a number of initiatives to modernize and improve uniform items, including faith-based headdresses and uniform shirts. This year, two pilot projects began to test new fabric, design and performance for the RCMP-issued hijab and the operational uniform shirt. As part of the pilot project, employees tested prototype garments in a variety of settings (e.g. regular operations, training, and under diverse geographical conditions) and will be surveyed for feedback on a wide variety of factors about the prototypes. These pilots will directly support decision-making on uniform design and changes and will contribute to diversity, inclusion, and employee safety and wellness objectives.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 planned spending	2021-22 total authorities available for use	2021-22 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
580,155,055	580,155,055	770,643,910	712,724,269	132,569,214 ^{lxxvi}

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021-22.

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
3,932	4,065	133

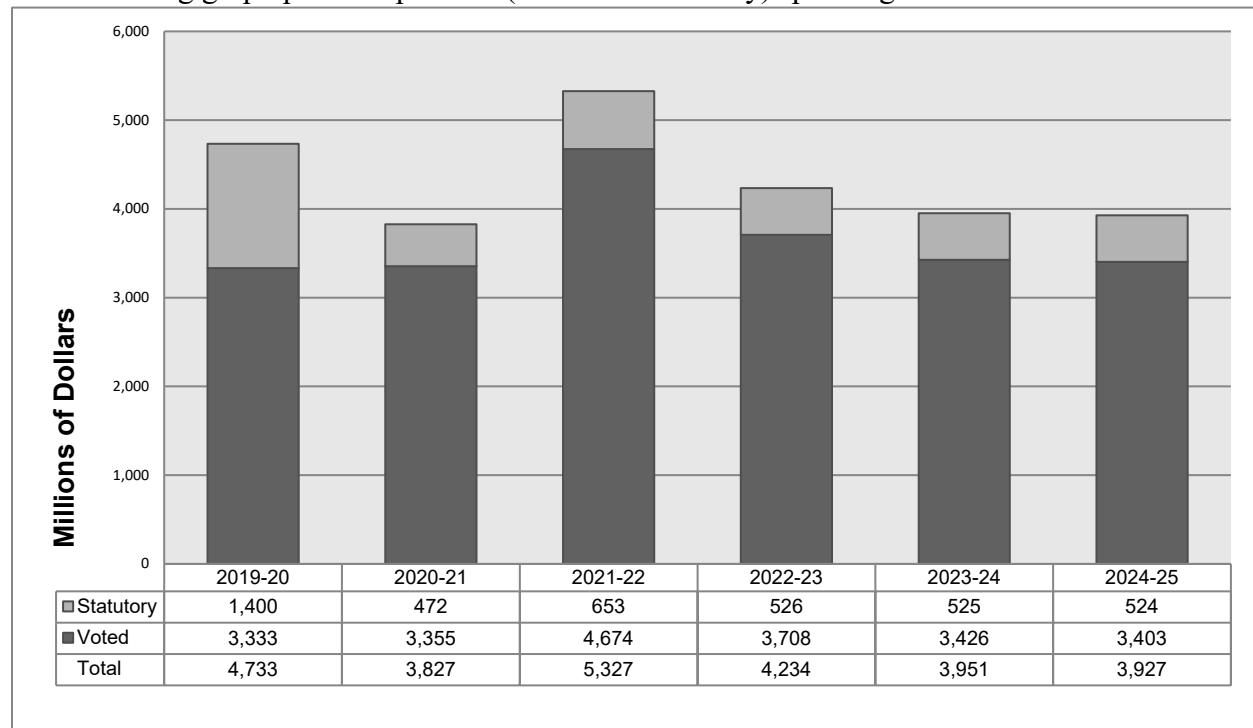
Financial, human resources, and performance information for the RCMP's Program Inventory is available in [GC InfoBase^{lxxviii}](#).

Spending and human resources

Spending

Spending 2019-20 to 2024-25

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



In recent years, the RCMP's overall expenditures have had material variances stemming from increased employee benefit costs (EBP) and adjustments to employee compensation levels as a result of collective bargaining. In 2019-20, there was a one-time increase in statutory EBP costs of \$1 billion to the RCMP Pension Plan. In 2021-22, the RCMP incurred approximately \$1.2 billion in retroactive (dating back to April 1, 2017) and current year salary increases from the newly signed collective agreement for the National Police Federation (NPF) to establish the first collective agreement for RCMP members and reservists. With the signing of the collective agreement in August 2021, incremental funding of \$1.2B related to the NPF collective bargaining was received in Supplementary Estimates and was not included in the 2021-22 planned spending. This resulted in a material difference between planned and actual spending in each of the program areas, most notably in Contract and Indigenous Policing, which has the largest proportion of NPF-represented police officers and reservists.

Transfer payments continue to increase on a yearly basis due to the increase in amounts paid to compensate members of the RCMP for injuries received in the performance of their duties. In 2021-22, transfer payments increased by \$94.7 million.

The RCMP's capital investments remained relatively stable when compared to previous years.

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

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

Core responsibilities and internal services	2021-22 Main Estimates	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending	2021-22 total authorities available for use	2019-20 actual spending (authorities used)	2020-21 actual spending (authorities used)	2021-22 actual spending (authorities used)
Federal Policing	861,390,157	861,390,157	1,047,163,970	994,935,830	1,226,767,184	1,093,472,764	890,171,085	1,231,734,793
National Police Services	498,372,148	498,372,148	606,873,054	567,141,514	715,428,681	632,298,729	566,618,458	637,732,230
Contract and Indigenous Policing	1,499,755,750	1,499,755,750	1,930,234,791	1,751,831,220	2,944,275,116	2,323,589,318	1,692,685,201	2,744,234,374
Subtotal	2,859,518,055	2,859,518,055	3,584,271,815	3,313,908,564	4,886,470,981	4,049,360,811	3,149,474,744	4,613,701,397
Internal Services	580,155,055	580,155,055	649,932,008	637,148,785	770,643,910	683,613,112	677,890,959	712,724,269
Total	3,439,673,110	3,439,673,110	4,234,203,823	3,951,057,349	5,657,114,891	4,732,973,923	3,827,365,703	5,326,425,666

At the outset of 2021-22, the RCMP's planned spending was \$3,439.7 million. Incremental funding from Supplementary Estimates, carry forwards and compensation stemming from collective bargaining brought the 2021-22 total authorities to \$5,657.1 million. Examples of key initiatives approved in-year by Parliament were:

- Compensation funding for the newly signed collective agreement for the NPF collective agreement for RCMP members and reservists;
- Incremental funding to address rising disability pension payments under the RCMP's grant to Compensate Members of the RCMP for Injuries Received in the Performance of Duty; and,
- Increased funding for Contract Policing services provided in support of the First Nations and Inuit Policing Program.

Total actual spending (\$5,326.4 million) in 2021-22 was \$330.7 million less than the 2021-22 total authorities available for use. A significant portion of these funds were for specific

initiatives and in special purpose allotments, which cannot be reallocated to address emerging pressures.

The RCMP is anticipating expenditure trends to continue to return to pre-pandemic levels. Additionally, increases in overall expenditures are expected as the RCMP continues to implement initiatives identified in prior Budget announcements.

2021-22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021-22.

Core responsibilities and internal services	2021-22 actual gross spending	2021-22 actual revenues netted against expenditures	2021-22 actual net spending (authorities used)
Federal Policing	1,232,179,558	(444,765)	1,231,734,793
National Police Services	664,003,939	(26,271,709)	637,732,230
Contract and Indigenous Policing	4,515,405,790	(1,771,171,416)	2,744,234,374
Subtotal	6,411,589,287	(1,797,887,890)	4,613,701,397
Internal Services	723,341,651	(10,617,382)	712,724,269
Total	7,134,930,938	(1,808,505,272)	5,326,425,666

The RCMP's 2021-22 actual gross spending was \$7,134.9 million and \$1,808.5 million in vote netted revenues were collected, for a total net spending of \$5,326.4 million. The vote netted revenues are primarily related to the provision of Contract Policing services for recoveries of eligible costs from the contract jurisdictions in accordance with the Police Services Agreements. Revenues are also collected for the provision of protective services on Parliament Hill, DNA analysis through biology casework analysis agreements with provinces and territories, pension administration, and training provided by the Canadian Police College.

The RCMP's Departmental Plan included \$1,779.7 million of vote netted revenue authorities in 2021-22, and actual revenues collected were \$1,808.5 million.

Revenues collected in 2021-22 increased by \$73.7 million or 4% in comparison to 2020-21. The increase is largely attributable to Contract Policing services as a result of program growth and collective bargaining, and was partially offset by decreases to revenues collected from the Parliamentary Protective Service and the Canadian Police College (CPC).

The RCMP anticipates annual increases related to the provision of Contract Policing services in future years for program growth and contract partners' share of collective bargaining increases. Additionally, revenues related to training provided by the CPC are expected to return to pre-pandemic levels as the organization transitions to a post-pandemic environment.

Human resources

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

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019-20 actual full-time equivalents	2020-21 actual full-time equivalents	2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents
Federal Policing	5,176	5,114	5,139	4,994	4,982	4,968
National Police Services	3,645	3,711	4,008	3,723	4,030	4,002
Contract and Indigenous Policing	18,435	18,291	18,483	18,379	18,579	18,683
Subtotal	27,256	27,116	27,630	27,096	27,591	27,653
Internal Services	3,863	3,907	3,932	4,065	4,125	4,181
Total^{lxxix}	31,119	31,023	31,562	31,161	31,716	31,834

In 2021-22, Full Time Equivalents (FTEs) remained stable.

Pandemic restrictions severely impacted the RCMP’s ability to meet original targets for force generation. COVID-19 restrictions severely impacted the RCMP’s ability to meet original targets for force generation. Despite the challenges presented by the pandemic, the RCMP Training Academy (Depot) in Regina, Saskatchewan, graduated 33 troops during 2021-22. Strict adherence to provincial health authority guidelines, as well as additional protective measures, enabled Depot to remain open and functioning at all times throughout the year.

The number of regular members (RMs) has declined (19,580 FTEs), which is mainly due to attrition. As the demand for RMs continues to increase, the RCMP is aiming for an enrollment of 37 troops at Depot in 2022-23. The RCMP continues its commitment to hiring diverse talent to support modern policing, and work is underway to modernize the applicant assessment process in support of this commitment.

The number of Public Service Employees (PSEs) (8,799 FTEs) continues to increase every year as a result of new staffing related to the continued implementation of previously approved initiatives, as well as new initiatives in support of the RCMP's commitment to modernization.

The number of civilian members (CMs) (2,782 FTEs) continues to decline steadily due to attrition, as staffing of CMs has ceased pending their conversion to PSEs. As CM positions are vacated, PSE positions are staffed to fill those vacancies when a qualified CM candidate cannot be found.

Expenditures by vote

For information on the RCMP's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).^{lxxx}

Government of Canada spending and activities

Information on the alignment of the RCMP's spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).^{lxxxi}

Financial statements and financial statements highlights

Financial statements

The RCMP's financial statements (unaudited) for the year ended March 31, 2022, are available on the [departmental website](#).^{lxxxii}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021-22 planned results	2021-22 actual results	2020-21 actual results	Difference (2021-22 actual results minus 2021-22 planned results)	Difference (2021-22 actual results minus 2020-21 actual results)
Total expenses	5,438,336,000	7,671,399,000	5,802,254,000	2,233,063,000	1,869,145,000
Total revenues	1,676,331,000	1,923,572,000	1,684,894,000	247,241,000	238,678,000
Net cost of operations before government funding and transfers	3,762,005,000	5,747,827,000	4,117,360,000	1,985,822,000	1,630,467,000

The 2021-22 planned results information is provided in the RCMP's [Future-Oriented Statement of Operations and Notes 2021-22](#).^{lxxxiii}

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022
(dollars)**

Financial information	2021-22	2020-21	Difference (2021-22 minus 2020-21)
Total net liabilities	1,439,000,000	1,153,134,000	285,866,000
Total net financial assets	1,301,695,000	893,879,000	407,816,000
Departmental net debt	137,305,000	259,255,000	(121,950,000)
Total non-financial assets	2,039,753,000	1,975,487,000	64,266,000
Departmental net financial position	1,902,448,000	1,716,232,000	186,216,000

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*^{lxxxiv}
- *Royal Canadian Mounted Police Superannuation Act*^{lxxxv}
- *Enhancing Royal Canadian Mounted Police Accountability Act*^{lxxxvi}
- *Royal Canadian Mounted Police Pension Continuation Act*^{lxxxvii}

Year of incorporation / commencement: 1873

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [RCMP's website](#).^{lxxxviii}

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).^{lxxxix}

Operating context

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

Reporting framework

The RCMP’s Departmental Results Framework and Program Inventory of record for 2021-22 are shown below.

Royal Canadian Mounted Police - Departmental Results Framework					
Core Responsibility 1: Federal Policing		Core Responsibility 2: National Police Services		Core Responsibility 3: Contract and Indigenous Policing	
Departmental Result: Canada and Canadian interests are safe and secure against serious and complex criminal threats	Indicator: Percentage of National Security files (general occurrences) cleared (by charge, charge recommended, or otherwise)	Departmental Result: Modern specialized services and technology support Canadians and law enforcement	Indicator: Percentage of forensic laboratory service requests completed within target time, by program: a. Biology b. Toxicology c. Firearms and Toolmark Identification d. National Anti-Counterfeiting Bureau e. Trace Evidence	Departmental Result: The RCMP provides modern contract policing services	Indicator: RCMP weighted clearance rate across contract policing jurisdictions
	Indicator: Percentage of National Security tiered projects cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of National Child Exploitation investigative packages completed and sent to law enforcement within target time		Indicator: Crime Severity Index
	Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to threats to National Security"		Indicator: Percentage of advanced digital forensic service requests received and actioned within target service standards		Indicator: Rural crime rates in RCMP jurisdiction
	Indicator: Percentage of Cybercrime files (general occurrences) cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of Information Technology expenditures on RUN / GROW / TRANSFORM Investments		Indicator: Percentage of surveyed Canadians who agree with the statement, "I feel safer because of the RCMP"
	Indicator: Percentage of Cybercrime tiered projects cleared (by charge, charge recommended, or otherwise)		Indicator: Percentage of respondents who agree with the statement, "My knowledge and skills increased as a result of training offered by the Canadian Police College"		Indicator: Percentage of Contract Partners who agree with the statement, "The RCMP provides modern contract policing services"
	Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Cybercrime threats"				Indicator: Percentage of surveyed Canadians who self-identify as Indigenous and agree with the statement, "I feel safer because of the RCMP"
	Indicator: Percentage of Transnational and Serious Organized Crime files (general occurrences) cleared (by charge, charge recommended, or otherwise)				Indicator: Percentage of individuals who are diverted into a Restorative Justice Program (pre-charge diversion from conventional criminal charges)
	Indicator: Percentage of Transnational and Serious Organized Crime tiered projects cleared (by charge, charge recommended, or otherwise)				
Indicator: Percentage of Policing Partners and Stakeholders who agree with the statement, "The RCMP is effectively responding to Transnational and Serious Organized Crime"					

Internal Services

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

Internal Services

Supporting information on the program inventory

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

Supplementary information tables

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

- ▶ [Reporting on Green Procurement](#)^{xciii}
- ▶ [Details on transfer payment programs](#)^{xciv}
- ▶ [Gender-based analysis plus](#)^{xcv}
- ▶ [Response to parliamentary committees and external audits](#)^{xcvi}
- ▶ [Actual results on workplace wellness and diversity](#)^{xcvii}
- ▶ [Forensic Science and Identification Services Key Performance Indicators](#)^{xcviii}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xcix} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information, and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Mailing address:

Royal Canadian Mounted Police
Action, Innovation and Modernization
73 Leikin Drive
Ottawa, ON K1A 0R2

Email:

RPP_DPR-RPP_RMR@rcmp-grc.gc.ca

Website:

<https://www.rcmp-grc.gc.ca/en>

Appendix: definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities, and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

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

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: 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 where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (*plan*)

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

planned spending (*dépenses prévues*)

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

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Endnotes

- ⁱ RCMP website, <https://www.rcmp-grc.gc.ca/en/about-rcmp>
- ⁱⁱ RCMP website, <https://www.rcmp-grc.gc.ca/en/change-the-rcmp>
- ⁱⁱⁱ RCMP website, <https://www.rcmp-grc.gc.ca/en/change-the-rcmp>
- ^{iv} RCMP website, <https://www.rcmp-grc.gc.ca/en/rcmp-path-reconciliation>
- ^v Minister of Public Safety Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- ^{vi} The “Reporting Suspicious Incidents to Police” guide, <https://www.rcmp-grc.gc.ca/en/reporting-suspicious-incidents-police>
- ^{vii} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (an average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^{viii} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.
- ^{ix} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (an average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^x Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.
- ^{xi} The clearance rate reflects the total number of incidents cleared (by charge or otherwise) during the year divided by the total number of incidents during the year. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%.
- ^{xii} There were a total of nine (100%) National Security offence-related tiered projects cleared out of nine offence-related tiered projects tiered in FY 2021-22. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%. It is also possible for this number to fluctuate year-over-year, depending on the total number of project tiered that year.
- ^{xiii} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (an average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^{xiv} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.
- ^{xv} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (an average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^{xvi} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.
- ^{xvii} There were a total of 4 (400%) Cybercrime offence-related tiered projects cleared out of 1 offence-related tiered projects tiered in FY 2021-22. Since occurrences and tiered projects are often cleared months or years after they were reported/tiered, it is possible for the number cleared in a year to be greater than the total number reported/tiered that year, and thus for the clearance rate to exceed 100%. It is also possible for this number to fluctuate year-over-year, depending on the total number of project tiered that year.
- ^{xviii} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^{xix} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.
- ^{xx} Since Federal Policing occurrences and tiered projects are often cleared years after being opened (average of 2.1 years), it is not possible to establish a yearly target for this indicator. Effort will be put into the development of refined performance indicators, relevant data, and targets in the next year.
- ^{xxi} Results from previous fiscal years are not available for this indicator. The methodology to calculate clearance has been updated in 2020-21.

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

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

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

xxv The difference between actual and planned spending is mainly due to the implementation of the retroactive and current year salary increases resulting from the ratification of the first collective agreement with the National Police Federation (NPF).

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 “The Connected RCMP” Digital Policing Strategy, <https://www.remp-grc.gc.ca/en/connected-remp>

xxix For more information, please visit: <https://open.canada.ca/en/content/open-government-implementation-plan-royal-canadian-mounted-police>

xxx Datasets are available at <https://open.canada.ca/en>

xxxi Increasing demand for National Forensic Laboratory Services services could be attributed to increased client knowledge of these services, as well as the evolving nature of crime and crime responses.

xxxii Victim identification is a critical element of addressing online child sexual exploitation. Once a victim is identified, law enforcement can take appropriate steps to remove this victim from harm, if needed. If the victim has already been removed from harm, law enforcement can avoid duplicating efforts. This knowledge allows law enforcement to prioritize cases where victims may still be at risk of physical harm and re-victimization. Sharing this data through INTERPOL’s International Child Sexual Exploitation Database is critical because it allows countries around the world to exchange this information and coordinate efforts efficiently.

xxxiii 2021 Report: Organized Crime in Canada, <https://cisc-scrs.gc.ca/media/2022/2022-01-25-eng.htm>

xxxiv Straw purchasing is the legal acquisition of firearms by individuals holding a firearm possession and acquisition licence who, in turn, intentionally and unlawfully transfer those firearms to an unlicensed individual.

xxxv The results shown represent routine requests only and do not take into account priority requests for service that receive expedited processing based on an evaluation by the National Forensic Laboratory Services Forensic Assessment Centre and client consultation.

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

xxxvii Demand continues to exceeded output capacity in toxicology, which leads to service load accumulation and deterioration of response times. The pandemic also continues to have an overarching effect on service delivery.

xxxviii Performance results were affected by the operational challenges associated with the COVID-19 pandemic and related physical distancing requirements implemented in workplaces in 2020-21. Staffing and attrition challenges during the year also contributed specifically to the performance of this unit.

xxxix Intake restrictions, cancelling requests that are no longer needed by the client and providing realistic, longer initial diary dates have facilitated Firearm's ability to meet targets. Firearms is in year one of a two-year capacity re-building program involving new hires.

xl The sunset of the National Counterfeit Enforcement Strategy (NCES) resulted in a significant decline in the number of counterfeit currency submissions to the National Anti-Counterfeiting Bureau (NACB). When NCES closed, many law enforcement agencies assumed that NACB would also no longer be providing services, and the program is now attempting to clarify this misunderstanding with clients. Additionally, as a result of the pandemic, over the past year many vendors have switched to accepting only digital financial transactions, which also naturally reduced the number of counterfeit submissions received by NACB. These decreases in work volume have allowed NACB to exceed its performance goals despite the challenges associated with new pandemic protocols in the workplace.

xli The sunset of the National Counterfeit Enforcement Strategy (NCES) resulted in a decline in the rate of counterfeit currency submissions to the NACB. Officially, the strategy ended in March 2020, but was announced earlier in 2019, so many coordinators were assigned to new tasks/positions before the end of 2019. Due to the end of NCES, many law enforcement agencies were/are under the impression that NACB is no longer providing services. Additionally, the COVID-19 pandemic prompted more vendors to only accept digital financial transactions, which

resulted in a reduction in the number of counterfeits submitted. This has allowed NACB to exceed its goals despite the challenges associated COVID-19 protocols in the workplace.

^{xlii} Trace evidence has exceeded targets this fiscal year despite overarching pandemic effect on service delivery.

^{xliii} The Program will be able to report on this performance once their new IT system has been fully implemented.

^{xliv} The Program is unable to collect data on this indicator; work is underway to identify a more meaningful measure.

^{xlv} The Program is working on continuous improvements to meet service standards.

^{xlvi} Data for this indicator were not collected during the 2019-20 fiscal year.

^{xlvii} The result depicts Chief Information Officer costs.

^{xlviii} The Program exceeded its goals to invest on grow and transform initiatives, which, as a ratio, has lowered the overall percentage spent on run initiatives.

^{xlix} This survey was not conducted in 2021-22. Additional performance information, including survey results, will be refined for the 2022-23 fiscal year.

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

^{li} The difference between actual and planned spending is mainly due to the implementation of the retroactive and current year salary increases resulting from the ratification of the first collective agreement with the National Police Federation (NPF).

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

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

^{liv} 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.

^{lv} This data point represents the revised RCMP weighted clearance rate for 2019.

^{lvi} This data point represents the revised RCMP weighted clearance rate for 2020.

^{lvii} 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.

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

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

^{lx} Upon consultation, it was confirmed that Statistics Canada does not produce the data required to report on this indicator. This indicator will be reviewed in 2022-23.

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

^{lxii} The target has been changed to 64%.

^{lxiii} 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.

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

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

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

^{lxvii} 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.

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

^{lxix} The difference between actual and planned spending is mainly due to the implementation of the retroactive and current year salary increases resulting from the ratification of the first collective agreement with the National Police Federation (NPF). Contract and Indigenous Policing occupies more than 70% of RCMP’s police officers and reservists, resulting in a large variance from planned spending.

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

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

^{lxxii} *Public Servants Disclosure Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/p-31.9/>

^{lxxiii} RCMP website, <https://www.rcmp-grc.gc.ca/en/access-information-and-privacy-programs-modernization-strategy>

- ^{lxxiv} RCMP website, <https://www.rcmp-grc.gc.ca/en/access-information-and-privacy-programs-modernization-strategy-action-plan>
- ^{lxxv} Final Report on the Implementation of the Merlo Davidson Settlement Agreement, <https://www.rcmp-grc.gc.ca/en/final-report-implementation-merlo-davidson-settlement-agreement>
- ^{lxxvi} The difference between actual and planned spending is mainly due to the implementation of the retroactive and current year salary increases resulting from the ratification of the first collective agreement with the National Police Federation (NPF), with an additional variance due to legal settlement funding received.
- ^{lxxvii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{lxxviii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{lxxix} Totals may not add up due to rounding.
- ^{lxxx} Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{lxxxi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{lxxxii} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- ^{lxxxiii} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-plan-2021-2022-future-oriented-statement-operations>
- ^{lxxxiv} Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- ^{lxxxv} Royal Canadian Mounted Police Superannuation Act, <http://laws-lois.justice.gc.ca/eng/acts/R-11/FullText.html>
- ^{lxxxvi} Enhancing Royal Canadian Mounted Police Accountability Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_18/
- ^{lxxxvii} Royal Canadian Mounted Police Pension Continuation Act, <http://laws-lois.justice.gc.ca/eng/acts/r-10.6/FullText.html>
- ^{lxxxviii} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- ^{lxxxix} Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- ^{xc} RCMP website, <https://www.rcmp-grc.gc.ca/en/departmental-results-report>
- ^{xci} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xcii} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report>
- ^{xciii} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/reporting-green-procurement>
- ^{xciv} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/details-transfer-payment-programs>
- ^{xcv} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/gender-based-analysis>
- ^{xcvi} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/response-parliamentary-committees-and-external-audits>
- ^{xcvii} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/actual-results-workplace-wellness-and-diversity>
- ^{xcviii} RCMP website, <https://www.rcmp-grc.gc.ca/en/2021-2022-departmental-results-report/forensic-science-and-identification-services-key-performance-indicators>
- ^{xcix} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>