

2021–22 Departmental Results Report

Civilian Review and Complaints Commission for the RCMP

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



Civilian Review and
Complaints Commission
for the RCMP

Commission civile d'examen
et de traitement des plaintes
relatives à la GRC

Canada

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This document is available in alternative formats upon request.

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From the Chairperson

I am pleased to present the 2021-22 Departmental Results Report for the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police (the Commission).

As people everywhere continued to adjust to new ways of living and working as the constraints of the COVID-19 pandemic eased, one of the constants that endured during fiscal 2021-22 was the call for greater public accountability in law enforcement, particularly from communities long overrepresented in the criminal justice system.

Again this year, the Commission witnessed the public availing themselves of the complaint process, resulting in a high volume of public complaints, including hundreds related to environmental protests and the RCMP's enforcement of court injunctions at locations such as Fairy Creek, British Columbia, and on unceded Wet'suwet'en territory.

This year marks a 49% increase in public complaints filed since 2017-2018. In 2021-22, the Commission received 3,938 complaints nationally against the RCMP. This was an increase of 577 complaints from 2020-2021. Of the complaints filed in 2021-2022, 2,573 met the criteria for further action under section 45.53 of the RCMP Act and were forwarded for investigation. Additionally, the number of complaints filed directly with the Commission (versus the RCMP) has increased to 95% from 88% in 2017-2018.

The Commission issued 403 reports following our review of public complaint investigations conducted by the RCMP in 2021-2022.

In late 2021, the RCMP cleared its backlog of responses to CRCC interim reports, and since April 1, 2021, all new CRCC interim reports have been responded to within the agreed-upon six-month timeframe set out in the CRCC-RCMP operational MOU. This effort brought closure to members of the public as well as RCMP members bogged down for years by a slow-moving complaint process.

This year, the Commission introduced a new initiative to hold the RCMP accountable for its activities and the conduct of its members. The CRCC reviewed existing complaint data from late 2015 through to mid-2021 and identified 455 RCMP members who were the subject of multiple complaints. A qualitative analysis was performed to identify potential trends and, going forward, a bi-annual report will be delivered to the RCMP.

The CRCC has the authority to conduct reviews of specified RCMP activities for the purpose of ensuring accordance with legislation, regulation, ministerial direction, or RCMP policies, procedures or guidelines. In early 2022, the Commission released its report on the RCMP's bias-free policing model. The RCMP agreed with all our findings and recommendations, which included expanding the prohibition on racial profiling to all forms of biased policing, enhanced accountability measures and improved training.



In early 2020, I directed that depersonalized summaries of all complaint reviews be published to our website. This included instances where the CRCC was satisfied with the RCMP's handling of a public complaint as well as those where the CRCC issued recommendations for the RCMP. Prior to this, only a small sample had been posted annually. This directive led to a dramatic surge in the number of summaries published to the website.

In order to make these summaries user-friendly, a search function was developed and implemented in 2021. Our website now includes over 475 summaries searchable by year, report type, keywords, and issues.

The Commission has continued to prepare for additional responsibilities in anticipation of the potential passage of Bill C-20 in Parliament that would create an enhanced review and complaints body for the RCMP and the Canada Border Services Agency. This new legislation calls for both the collection and publication of race-based data. During fiscal year 2021-22, the Commission began a study into the best means to collect and report upon this data, which is critical to effectively addressing systemic racism in law enforcement. I was also encouraged to see that one of our long-standing recommendations—mandatory timelines for RCMP responding to our review reports—is also part of the bill.

I am confident that the Commission will continue to make important contributions to the transparency, accountability and effectiveness of Canadian law enforcement through independent review. We look forward to doing so with the support of government and our public safety partners, with the goal of building a safer and better Canada for all.

Micheline Lahaie

Chairperson

Results at a glance

Departmental Totals

Actual Spending

\$10,530,635

Actual FTEs

74

2021-22 Key Results

- ✓ The Commission received 3,938 public complaints and issued 403 complaint review reports, representing a 17% and 25% increase respectively over the previous fiscal.
- ✓ The Commission released the final report on its review of the RCMP's bias-free policing model.
- ✓ The Commission released reports on public interest investigations into:
 - ▶ The conduct of an RCMP dog handler during an arrest; and
 - ▶ The conduct of RCMP Members in a Public Complaint Investigation
- ✓ The Commission released its first Data Strategy and established a Data Research Unit.

The Commission's investigations and reviews have led to consequential recommendations for changes to the policies, training, and practices of the massive and complex organization that is the RCMP. Significant recommendations made by the Commission and accepted by the RCMP include the following:

- The RCMP should adopt an allegation type for "bias" within the public complaint process to facilitate data collection, analysis and reporting.
- The RCMP should identify, track and report on biased member conduct, within the Code of Conduct process, in a manner that allows for the identification of trends; facilitates the evaluation of policy compliance and training effectiveness; and informs whether remedial action is required.
- The RCMP's Dog Handler Training Course, including its written materials, should be modified to instruct RCMP police service dog handlers to apply the IM/IM with the understanding that it is reasonable for any person to struggle from pain or fear in response to the bite of a large canine.

In line with government-wide priorities, as well as enhancing and advancing its own priorities, the Commission released its first [Data Strategy](#)ⁱ and established a Data and Research Unit. This

initiative will support evidence-based decision-making; enhance transparency and accountability through increased reporting; and support efforts in the collection of disaggregated demographic data.

With the introduction of Bill C-20, [*An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments*](#),ⁱⁱ the Commission is planning for the expansion of its mandate to include complaints and review of the Canada Border Services Agency, as well as enhanced accountability and transparency measures regarding the RCMP. The Commission is working with Public Safety Canada on the allocation of additional financial and human resources required to implement this new mandate. This collaboration will continue in the coming year.

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

Results: what we achieved

Core responsibilities

Independent Review of the RCMP

Description

The CRCC's fundamental role is to provide civilian review of the conduct of the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. The CRCC ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify and remedy policing problems that stem from the conduct of individual RCMP members or from deficiencies in RCMP policies or practices. The CRCC also conducts reviews of specified RCMP activities, reports to provinces that contract RCMP services, conducts research, program outreach and public education, and provides independent observers to investigations of serious incidents involving RCMP members.

Results

During this reporting period, the Commission continued to experience a high demand for the services associated to its core functions—receiving, processing and monitoring public complaints, and independently reviewing the RCMP's handling of public complaints.

In 2021-22, 3,938 public complaints were lodged against the RCMP. The CRCC received 95% of these directly. The Commission met its service standard for processing public complaints and forwarding them to the RCMP in 97% of the cases.

In this same period, the Commission received 236 new requests for review of the RCMP's disposition of public complaints. The Commission issued 403 complaint review reports. This total included 175 Satisfied Reports, 54 Interim Reports and 174 Final Reports. The RCMP Commissioner accepted 86% of the Commission's remedial recommendations and 89% of adverse CRCC findings made in its various reports.

The Commission's 10-day service standard for requests for review to be sent to the RCMP was met in 96% of cases. The 30-day standard for delivery of Final Reports was met in 97% of cases. The completion of Satisfied and Interim Reports within 120 days of receipt of all relevant materials from the RCMP was achieved in only 43% of cases. This represents a slight decline from the previous year's rate of 63%. This decline can be attributed to the large number of Commissioner's responses received requiring final reports.

In 2021-22, the Commission released final reports on two public interest investigations and one systemic investigation.

In the course of reviewing the RCMP's handling of a public complaint, the Commission identified serious issues that caused it to launch its own complaint and investigation into the case. In a [public interest investigation report](#)ⁱⁱⁱ issued in December 2021, the Commission found

that the conduct of RCMP members gave rise to the appearance of inequitable treatment on the basis of race, a finding that the RCMP's Commissioner supported. The RCMP took several steps as recommended in the Commission's report, including: updating practices and policies related to conflict of interest and bias, revisions of the RCMP's National Public Complaints Guidebook, and the creation of a training course for RCMP public complaint investigators. The RCMP also supported the Commission's recommendation to take proactive steps forthwith to address the appearance and existence of racism in the public complaint process.

In a [public interest investigation report](#)^{iv} also issued in December 2021, the Commission examined the RCMP's police dog training program and the associated policies concerning police service dogs. The outcome of this process led to significant changes in RCMP policies, practices, and training, intended to reduce the risk of injuries when deploying a police service dog.

In March 2022, the Commission completed the systemic investigation and released the final report on the [Review of the RCMP's Bias-Free Policing Model Report](#).^v The purpose of the review was not to examine the conduct of individual police officers; rather, it was to identify possible gaps in the model and make recommendations that would foster public confidence. In the report, the Commission made 13 recommendations related to policy and training, all of which were supported by the RCMP.

The complexity and scope of the Commission's public interest investigations and systemic investigations, as well as the limitations placed on some aspects of investigative work by pandemic restrictions, challenged the Commission's ability to meet the performance indicator targets outlined in the Departmental Results Framework. These targets recognize that to effectively address public concerns about the RCMP, investigations and reviews must be completed in as timely a manner as possible. The CRCC continues to work towards its goal of completing the Interim Report within one year of initiating a public interest investigation or a systemic investigation, provided that RCMP material is supplied in accordance with the operational MOU.

Gender-based analysis plus

Gender-based analysis plus (GBA+) is considered in the development and delivery of the CRCC's programs and services. For instance, GBA+ has shown that individuals in particular communities (i.e. Indigenous and racialized communities, remote communities) may face barriers in accessing the CRCC's services.

The CRCC has established an Inclusion, Diversity and Equity Advisory Committee (IDEAC) to examine and provide advice on its internal policies, programs and procedures, as well as its external service delivery model through the lens of inclusion, diversity and equity.

Additionally, the tabling of Bill C-20 – [An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments](#)^{vi} – further highlights the growing importance of race-based data collection. Section 13 (2) of the Act presents a requirement that Annual Reports must “contain data about complainants,

including disaggregated race-based data, in a form that prevents data obtained from an identifiable person from being related to that person.”

As such, the CRCC is undertaking a project to modernize its information systems and business processes, to enable the collection and analysis of disaggregated intersectional data and ensure that its policies and decisions benefit all of the communities that it serves. The collection and analysis of disaggregated data will allow the CRCC to report publicly on a broader spectrum of data and thereby enhance the accountability and transparency of both the RCMP and the CRCC.

The CRCC will continue to examine its services on an ongoing basis for accessibility, to ensure equal access to the complaint process for all Canadians.

Experimentation

The Commission's limited budget precludes undertaking any significant experimentation beyond routine analysis and testing of new processes and tools aimed at enhancing its operations.

Key risks

The significant year over year increase in the number of public complaints and requests for review has challenged the Commission's resources and its abilities to meet service standard targets. In fiscal year 2021-22, the Commission submitted a proposal to the Department of Finance seeking out additional resources to alleviate these pressures.

Results achieved

The following table shows, for Independent Review of the RCMP, 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 results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Public complaints dealt with in a timely manner	% of complaints processed within CRCC service standards	80%	March 2022	94%	97%	97%
	% of reviews completed within CRCC service standards	80%	March 2022	42%	63%	43%
Public Interest Investigations and reviews of specified RCMP activities conducted in a timely manner	% of CRCC Public Interest Investigation Interim Reports completed within one year of initiation of the investigation	70%	March 2022	0%	0%	0%
	% of specified activity reviews completed within one year of initiation of the review	70%	March 2022	0%	0%	0%
Increased public awareness of and confidence in the CRCC	% of complaints filed directly with the CRCC instead of the RCMP	60%	March 2022	92%	94%	95%
	% increase of public confidence in the complaint process over a two-year period	N/A*	March 2022	N/A*	N/A*	N/A*

*Note: Data for this indicator are not yet available.

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

Budgetary financial resources (dollars)

The following table shows, for Independent Review of the RCMP, 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)
7,297,876	7,297,876	7,297,876	6,369,451	(928,425)

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

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)
56	54	(2)

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

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
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

The Commission ensures that resources are deployed in the most effective and efficient manner possible. Its operational and administrative structures, tools and processes will continue to focus on supporting the delivery of its priorities. Streamlining business processes and employing strategies and technologies that enhance operational efficiency will reduce the internal services costs.

The Commission's employees are the backbone of its operations. Employee health and well-being are key to the Commission's success. Initiatives geared towards improving workplace health and employee well-being are an ongoing priority for the Commission.

Key results for this reporting period include:

- Continuing the modernization of the Commission's IT infrastructure and IM systems and processes, in alignment with Treasury Board Secretariat IM/IT policies and standards, including the [Digital Operations Strategic Plan: 2021-2024](#).^x
- Performed a security review and risk diagnostic to address critical gaps in security controls.
- Continued refinement and development of technical and business requirements for evergreening its case management system.
- Recruitment, retention and promotion of employees of different employment equity groups to improve diversity, equity and inclusion within the Commission.
- Continuing to support and implement initiatives to improve employee health and wellness, mental health and workplace health.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as 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)
3,127,661	3,127,661	3,404,169	4,161,184	757,015

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.

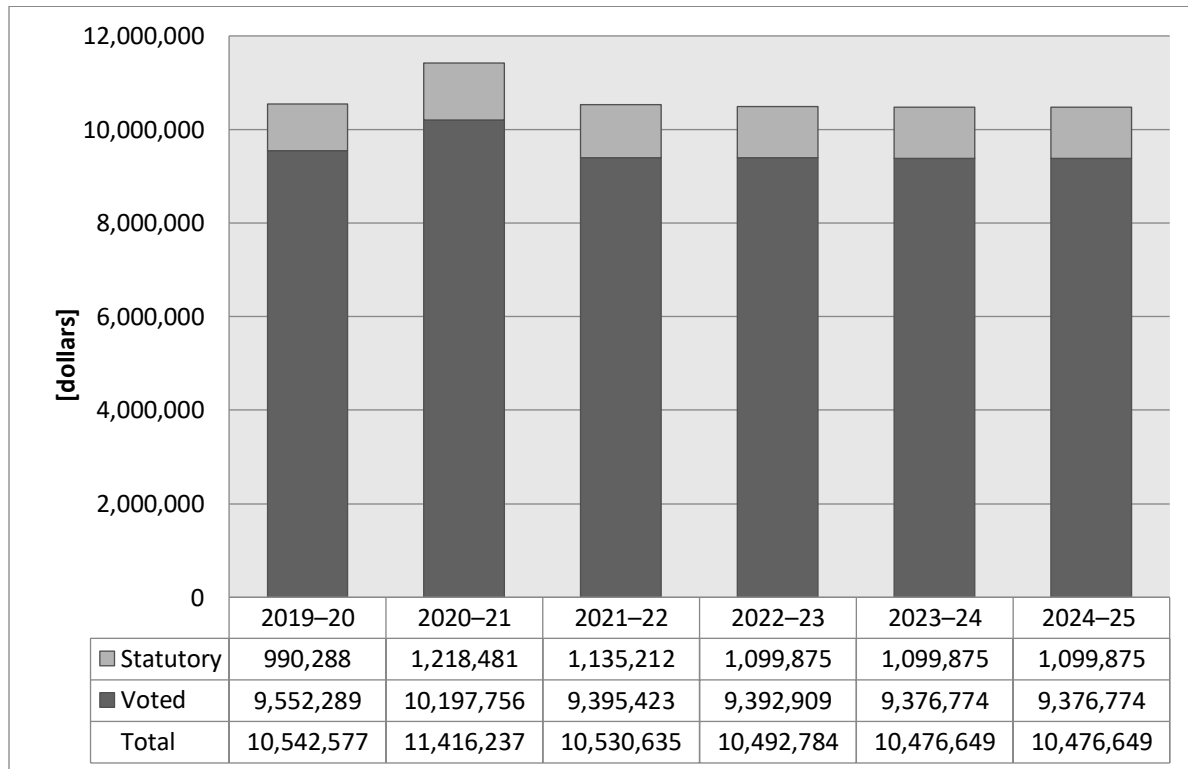
2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
21	20	(1)

Spending and human resources

Spending

Spending 2019–20 to 2024–25

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



The variance in expenditures for fiscal year 2020-21 is primarily attributable to an increase in staffing, collective bargaining adjustments and associated employee benefit plan costs.

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 Civilian Review and Complaints Commission 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)
Independent Review of the RCMP	7,297,876	7,297,876	7,302,663	7,302,663	7,297,876	6,764,703	6,681,242	6,369,451
Subtotal	7,297,876	7,297,876	7,302,663	7,302,663	7,297,876	6,764,703	6,681,242	6,369,451
Internal services	3,127,661	3,127,661	3,129,712	3,129,712	3,404,169	3,777,874	4,734,995	4,161,184
Total	10,425,537	10,426,537	10,432,375	10,432,375	10,702,045	10,542,577	11,416,237	10,530,635

The variance in expenditures for fiscal year 2020-21 is primarily attributable to an increase in staffing, collective bargaining adjustments and associated employee benefit plan costs.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of Civilian Review and Complaints Commission for 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
Independent Review of the RCMP	57	58	56	54	59	59
Subtotal	57	58	56	54	59	59
Internal services	17	23	21	20	19	19
Total	74	81	77	74	78	78

Expenditures by vote

For information on Civilian Review and Complaints Commission for the RCMP’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).^{xi}

Government of Canada spending and activities

Information on the alignment of Civilian Review and Complaints Commission for the RCMP’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xii}

Financial statements and financial statements highlights

Financial statements

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

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	11,635,745	11,848,739	12,066,470	212,994	(217,731)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	11,635,745	11,848,739	12,066,470	212,994	(217,731)

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	1,564,645	1,401,618	163,027
Total net financial assets	777,409	608,453	168,956
Departmental net debt	787,237	793,165	(5,928)
Total non-financial assets	136,567	51,495	85,072
Departmental net financial position	(650,670)	(741,670)	91,000

The 2021–22 planned results information is provided in Civilian Review and Complaints Commission for the RCMP's [Future-Oriented Statement of Operations and Notes 2021–22](#).^{xiv}

Corporate information

Organizational profile

Appropriate minister: The Honourable Marco E. L. Mendicino, P.C., M.P.

Institutional head: Michelaine Lahaie, Chairperson

Ministerial portfolio: Public Safety

Enabling instrument: [*Royal Canadian Mounted Police Act*](#)^{xv}

Year of incorporation / commencement: 2014

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 Civilian Review and Complaints Commission for the RCMP's [website](#).^{xvi}

For more information on the Minister of Public Safety's mandate letter commitments, see the [Minister's mandate letter](#).^{xvii}

Operating context

Information on the operating context is available on Civilian Review and Complaints Commission for the RCMP's [website](#).^{xviii}

Reporting framework

Civilian Review and Complaints Commission for the RCMP's Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Departmental Results Framework	Core Responsibility 1: Independent Review of the RCMP		Internal Services
	Departmental Result: Public complaints dealt with in a timely manner	Indicator: % of complaints processed within CRCC service standards	
		Indicator: % of reviews completed within CRCC service standards	
	Departmental Result: Public interest investigations and reviews of specified RCMP activities conducted in a timely manner	Indicator: % of CRCC Public Interest Investigation Interim Reports completed within one year of initiation of the investigation	
		Indicator: % of specified activity reviews completed within one year of initiation of the review	
	Departmental Result: Increased public awareness of and confidence in the CRCC	Indicator: % of complaints filed directly with the CRCC instead of the RCMP	
		Indicator: % increase of public confidence in the complaint process over a two-year period	
Program Inventory	Program: Public Complaints		
	Program: Investigations		
	Program: Public Education		

Supporting information on the program inventory

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

Supplementary information tables

The Civilian Review and Complaints Commission for the RCMP does not have any supplementary information tables.

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](#).^{xx} 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

P.O. Box 1722, Station B

Ottawa, ON K1P 0B3

Telephone: 1-800-665-6878

TTY: 1-866-432-5837

Fax: 1-613-952-8045

Email: Media@crcc-ccetp.gc.ca

Website: <http://www.crcc-ccetp.gc.ca/>^{xxi}

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

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- ⁱ Data Strategy 2021, <https://www.crcc-ccetp.gc.ca/en/data-strategy-2021>
 - ⁱⁱ Bill C-20, *An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments*, <https://www.parl.ca/DocumentViewer/en/44-1/bill/C-20/first-reading/>
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