



Civilian Review and  
Complaints Commission  
for the RCMP

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

# 2023-2024

## Departmental results report

### Civilian Review and Complaints Commission for the RCMP

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

Canada

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Civilian Review and Complaints Commission for the RCMP

P.O. Box 1722, Station B

Ottawa, ON K1P 0B3

Fax: 613-952-8045 (Ottawa)

Email: [publications@crcc-ccetp.gc.ca](mailto:publications@crcc-ccetp.gc.ca)

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# Civilian Review and Complaints Commission for the RCMP's 2023–24 Departmental results report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

- [Vision, mission, raison d'être and operating context](#)

## Key priorities

The top priorities of the Civilian Review and Complaints Commission for the RCMP (CRCC) for 2023–24 were as follows:

- Strengthening the public complaint process
- Strengthening the investigative and strategic review capacity
- Increasing outreach, public education and engagement efforts

## Highlights

In 2023–24, total actual spending (including internal services) for the CRCC was \$15,794,533 and total full-time equivalent staff (including internal services) was 100. For complete information on the CRCC's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the department's achievements in 2023–24 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve and the performance indicators that measure progress toward these results.

Core responsibility: Independent Review of the RCMP

- Actual spending: \$10,669,829
- Actual human resources: 72

Departmental results achieved

- Public complaints dealt with in a timely manner
  - Percentage of complaints processed within the CRCC service standard: 38%
  - Percentage of reviews completed within the CRCC service standard: 33%
- Public interest investigations and reviews of specified RCMP activities conducted in a timely manner
  - Percentage of CRCC public interest investigation interim reports completed within one year of initiation of the investigation: 0%
  - Percentage of specified activity reviews completed within one year of initiation of the review: 0%
- Increased public awareness of and confidence in the CRCC
  - Percentage of complaints filed directly with the CRCC instead of the RCMP: 98%
  - Percentage increase of public confidence in the complaint process over a two-year period: N/A

More information about [Independent Review of the RCMP](#) can be found in the “Results – what we achieved” section of the full departmental results report.

# Civilian Review and Complaints Commission for the RCMP's 2023–24 Departmental results report

On this page:

- [From the Chairperson](#)
- [Results – what we achieved](#)
  - [Core responsibility 1: Independent Review of the RCMP](#)
  - [Internal services](#)
- [Spending and human resources](#)
  - [Spending](#)
  - [Funding](#)
  - [Financial statement highlights](#)
  - [Human resources](#)
- [Corporate information](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Definitions](#)

## From the Chairperson



Michelaine Lahaie  
CRCC Chairperson

I am pleased to present the Civilian Review and Complaints Commission (CRCC)'s Departmental Results Report for the fiscal year 2023–24. This report provides an overview of our accomplishments, challenges, and progress in fulfilling our mandate to provide independent civilian review of the Royal Canadian Mounted Police (RCMP).

The number of complaints filed by members of the public remains high and continues its growth trend. While the program integrity funding aided in addressing this growth, improvements to the process for receiving complaints was still needed. The CRCC undertook a review of its process, leveraging the recommendations of a previous Lean Six Sigma review with a focus on streamlining the analysis and decision-making associated with processing complaints. The results

are encouraging, with initial indications demonstrating a much shorter time frame for complaint processing. Looking to the impact of Bill C-20, *An Act establishing the Public Complaints and Review Commission and amending certain Acts and Statutory instruments*, the CRCC will continue to review its process and ensure that it delivers its service to Canadians in the most effective and efficient manner.

The work to improve CRCC business processes has been informed by data. In FY 2022–23, the Commission established a Data and Research Unit. Since its inception, this unit has tracked CRCC statistics and delved into all data holdings to identify areas of concern. This work is key to the CRCC's current mandate and will be even more important as the CRCC implements change for the new mandate contemplated by Bill C-20.

To support operations, the CRCC has invested in its information technology infrastructure with the initial transition of services to a cloud-based environment. This move has increased collaborative capabilities across the CRCC, reduced technical support and is easily scalable for future growth. The CRCC will continue with the transition of existing infrastructure to cloud-based services and is actively seeking a replacement for its aging case management system, again with a view to leveraging cloud technologies.

In closing, the CRCC remains resolute in the pursuit of accountability and transparency within the RCMP through a robust complaint process, supporting efforts for improved conduct and service in law enforcement.

Michelaine Lahaie  
Chairperson

## Results – what we achieved

### Core responsibilities and internal services

- Core responsibility: Independent Review of the RCMP
- Internal services

### Core responsibility: Independent Review of the RCMP

#### In this section

- Description
- Progress on results
- Key risks
- Resources required to achieve results
- Related government-wide priorities
- Program inventory

#### Description

The CRCC's fundamental role is to provide civilian review of the conduct of 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 which 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 which contract RCMP services, conducts research, program outreach and public education, and provides independent observers to investigations of serious incidents involving RCMP members.

#### Progress on results

This section presents details on how the CRCC performed to achieve results and meet targets for Independent Review of the RCMP. Details are presented by departmental result.

Table 1: Targets and results for public complaints dealt with in a timely manner

Table 1 provides a summary of the target and actual results for each indicator associated with the results under public complaints dealt with in a timely manner.

#### Public complaints dealt with in a timely manner

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of complaints processed within CRCC service standards	80%	March 2024	2021–22: 97% 2022–23: 65% 2023–24: 38%
% of reviews completed within CRCC service standards	80%	March 2024	2021–22: 43% 2022–23: 38% 2023–24: 33%

Table 2: Targets and results for public interest investigations and reviews of specified RCMP activities conducted in a timely manner

Table 2 provides a summary of the target and actual results for each indicator associated with the results under public interest investigations and reviews of specified RCMP activities conducted in a timely manner.

Public interest investigations and reviews of specified RCMP activities conducted in a timely manner

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of CRCC public interest investigation interim reports completed within one year of initiation of the investigation	70%	March 2024	2021–22: 0% 2022–23: 0% 2023–24: 0%
% of specified activity reviews completed within one year of initiation of the review	70%	March 2024	2021–22: 0% 2022–23: 0% 2023–24: 0%

Table 3: Targets and results for increased public awareness of and confidence in the CRCC

Table 3 provides a summary of the target and actual results for each indicator associated with the results under increased public awareness of and confidence in the CRCC.

Increased public awareness of and confidence in the CRCC

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of complaints filed directly with the CRCC instead of the RCMP	60%	March 2024	2021–22: 95% 2022–23: 97% 2023–24: 98%
% increase of public confidence in the complaint process over a two-year period	N/A*	N/A*	N/A*

\*Note: Data for this indicator is unavailable.

Additional information on [the detailed results and performance information](#) for the CRCC's program inventory is available on GC InfoBase.



## Details on results

The following section describes the results for Independent Review of the RCMP in 2023–24 compared with the planned results set out in the CRCC's departmental plan for the year.

### Public complaints dealt with in a timely manner

The CRCC received 4,500 public complaints in fiscal year 2023–24. Of those complaints, 3,157 were sent to the RCMP for investigations and 1,295 did not meet the criteria set out in Part VII of the RCMP Act. There were 48 complaints still under assessment at fiscal year-end to determine if they met the criteria set out in Part VII of the RCMP Act.

In 2023–24, the CRCC received 263 new requests for review from individuals not satisfied with the RCMPs handling of their complaint. Of those requests, 22 did not meet the criteria for a review. During the course of the reviews, the CRCC required that further investigation be conducted for 8 reviews. The CRCC issued 246 review reports this year. Of those reports, 146 were satisfied reports, 42 were interim reports, and 55 were final reports. The final reports included 381 findings (212 were adverse) and 184 recommendations to the RCMP. In response to the CRCC's review reports, the RCMP accepted 96% of the adverse findings and 85% of the recommendations.

Additionally, over the past year the CRCC leveraged the recommendations of a Lean Six Sigma review to further improve the processing and decision-making associated with the intake of complaints, as well as undertaking a complete audit of the complaints in the Case Management System. Both activities had a significant impact on the CRCC meeting its service standard to forward complaints to the RCMP within the 10-day service standard. Initial indications are that the process changes have shown improvement and the audit examined 1,500 complaint records dating back to 2019. Of those complaints, 90 were sent to the RCMP and 400 were refused, as they did not meet the criteria set out in Part VII of the RCMP Act.

### Results achieved

- Percentage of complaints processed within the CRCC service standard: 38%
- Percentage of reviews completed within the CRCC service standard: 33%

Public interest investigations and reviews of specified RCMP activities conducted in a timely manner

In addition to accepting public complaints about the on-duty conduct of RCMP members and reviewing the RCMP's investigation if the individual is not satisfied with the RCMP's handling of their complaint, the CRCC has two broad powers that ensure the RCMP is publicly accountable: initiating a complaint and conducting systemic reviews of RCMP activities.

If the Chairperson is satisfied that there are reasonable grounds to investigate the conduct of RCMP member(s), they may initiate a complaint. As with a complaint filed by a member of the public, these complaints are typically forwarded to the RCMP for investigation. If, however, the Chairperson determines that it is not in the interest of the public for the RCMP to investigate a complaint, the CRCC can undertake the investigation itself. This also applies to complaints filed by members of the public.

There are two ongoing investigations into such complaints. In November 2022, the Chairperson initiated a complaint regarding the arrest and detention of a neurodiverse youth by RCMP members in Alberta. The RCMP's investigation was paused while the Alberta Serious Incident Response Team conducted a criminal investigation into the RCMP members' conduct. No criminal charges were laid against the subject officers and the RCMP recommenced the investigation at the end of the fiscal year. In June 2022, the CRCC initiated a complaint into the RCMP's handling of the sexual assault and threats to the safety of Ms. Susan Butlin of Bayhead, Nova Scotia. The CRCC interviewed 36 witnesses and gathered over 20,000 pages of documentary evidence. The CRCC is currently reviewing and analysing the evidence gathered and preparing its report about the matter.

The CRCC has the authority to conduct reviews of specified RCMP activities to ensure that they comply with legislation, regulations, ministerial direction, or RCMP policies, procedures or guidelines. There are two ongoing systemic investigations.

In March 2023, the CRCC initiated a systemic investigation of the RCMP "E" Division Community-Industry Response Group's (C-IRG) governance and command structure, as well as assessing whether C-IRG operations were carried out in accordance with legal standards, policy requirements and leading practices. While delays in receiving relevant materials persisted throughout 2023, improvements have been made and the investigation is progressing. To date, the CRCC has received and is analysing thousands of documents as well as more than 17,000 videos and images.

A systemic review was launched in August 2022 to examine the RCMP's handling of the public complaint process in Nunavut. The investigation is complete, and the report is being drafted. It included identifying, obtaining, and reviewing relevant RCMP records, reports, policies and training documents. Interviews were conducted with RCMP members involved in the public complaint process in Nunavut, RCMP staff at National Headquarters, and individuals from Nunavut familiar with the public complaint process. In addition to reviewing all complaint files from Nunavut dating back to 2018, the CRCC contracted with NVision Insight Group to conduct qualitative, community-based research as part of the review, ensuring Inuit and community representation in the qualitative research process.

#### Results achieved

- Percentage of CRCC public interest investigation interim reports completed within one year of initiation of the investigation: 0%
- Percentage of specified activity reviews completed within one year of initiation of the review: 0%

#### Increased public awareness of and confidence in the CRCC

In 2023–24, the CRCC received 4,500 public complaints. This is a continued increase in the number of complaints received since 2020–21:

- 2022–23: 4,022
- 2021–22: 3,938
- 2020–21: 3,361

Of the complaints received, 3,157 were sent to the RCMP for investigations, 1,295 did not meet the criteria set out in Part VII of the RCMP Act, and 48 were still under assessment at fiscal year-end.

Of the 4,500 public complaints filed, 98% were filed directly with the CRCC and 2% were filed with the RCMP.

The CRCC has been unable to leverage existing RCMP or other Government of Canada surveys to measure public confidence in the complaint process. Resource limitations make it impossible for the CRCC to conduct this type of research on its own. The continued increase in the number of complaints submitted cannot be directly attributed to an increase in public confidence in the complaint process. As such, the CRCC will reassess the measurement of public confidence as it prepares for the potential impacts of Bill C-20.

#### Results achieved

- Percentage of complaints filed directly with the CRCC instead of the RCMP: 98%
- Percentage increase of public confidence in the complaint process over a two-year period: N/A

#### Key risks

The year-over-year increase in the number of public complaints and requests for review continues to challenge the CRCC's resources and abilities to meet service standards. While benefiting from program integrity funding, the CRCC also initiated activities to improve processes and is seeking a new case management system to assist and improve processing of complaints, reviews, and investigations.

Resources required to achieve results

Table 4: Snapshot of resources required for Independent Review of the RCMP

Table 4 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$10,581,686	\$10,669,829
Full-time equivalents	77	72

[Complete financial](#) and [human resources information](#) for the CRCC's program inventory is available on GC InfoBase.

Related government-wide priorities

Gender-based analysis plus

The CRCC integrates Gender-Based Analysis Plus (GBA+) into its program development and delivery. For example, GBA+ has revealed that specific communities—such as Indigenous and racialized communities, as well as remote communities—may encounter obstacles when accessing CRCC services. This insight prompted the ongoing systemic review of the public complaint process in Nunavut. The CRCC continues to examine its services and processes from both a GBA+ and an accessibility lens to ensure everyone has access to the public complaint process.

*Bill C-20 – An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments* (continues to progress through the legislative process)

The Act will require future Annual Reports to include “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.” The CRCC is continuing to modernize its information systems to enable the collection of the necessary data to support current and future reporting requirements. The collection and analysis of disaggregated data will assist in ensuring that CRCC policies and processes benefit all of the communities served.

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

The role of oversight bodies such as the CRCC is pivotal in ensuring accountability and transparency within public sector institutions, particularly in handling complaints and grievances from the public. As societies strive towards achieving the United Nations Sustainable Development Goals (SDGs), the CRCC plays a role in promoting justice, reducing inequalities, and strengthening institutions. The CRCC contributed to several key SDGs through its mandate of addressing complaints against the RCMP:

- Gender Equality (Goal 5): The CRCC addressed complaints related to gender-based discrimination or violence, which supported Goal 5. This includes ensuring that complaints related to gender issues were handled sensitively and effectively.
- Reduced Inequalities (Goal 10): By addressing complaints and grievances from members of marginalized or vulnerable groups, the CRCC helped reduce inequalities. This includes ensuring that all individuals have equal access to justice and are treated fairly by public sector agencies.
- Peace, Justice, and Strong Institutions (Goal 16): The CRCC played a critical role in promoting a strong, accountable institution that upholds the rule of law and respects human rights by ensuring transparency, accountability, and fairness in handling complaints against the RCMP. This promotes trust in institutions and access to justice for all. And, by responding to complaints impartially and inclusively, the CRCC contributed to building responsive and inclusive institutions at the local and national levels.
- Partnerships for the Goals (Goal 17): The CRCC collaborated with other oversight bodies, civil society organizations, and partners to share best practices, strengthen accountability mechanisms, and promote good governance practices globally.

The CRCC serves as a cornerstone in fostering accountability, promoting justice, and advancing sustainable development goals globally. By addressing grievances effectively, promoting transparency, and collaborating with partners, the CRCC not only ensures the integrity of public sector institutions but also contributes significantly to creating inclusive societies where all individuals have equal access to justice and fair treatment. As we continue to pursue the SDGs, the role of oversight bodies like the CRCC remains indispensable in safeguarding human rights, promoting good governance, and building resilient communities for a sustainable future.

The CRCC has published its own Departmental Sustainability Development Strategy reflecting the [Canadian Indicator Framework for the Sustainable Development Goals](#) and highlighting key activities that further advance progress towards these goals. In addition to the contributions of the CRCC's core responsibility, planned and specific actions contribute to the following goals:

- Reduced Inequalities (Goal 10): Staff participate in workshops and training sessions on Indigenous issues, including:
  - Application of the *United Nations Declaration on the Rights of Indigenous Peoples Act* and the *British Columbia Declaration on the Rights of Indigenous Peoples Act*;
  - Cultural awareness training; and
  - Online courses via the Canada School of Public Service.
- Responsible Consumption and Production (Goal 12): Mandatory training to ensure that all CRCC employees involved in the procurement of goods and services complete training on green procurement.
- Climate Action (Goal 13): Climate change training for all CRCC employees (e.g. calculating carbon footprint as it pertains to in office commute).

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

#### Innovation

As part of its ongoing effort to hold the RCMP accountable for its activities and the conduct of its members, the CRCC reviewed existing complaint data from April 1, 2018, to March 31, 2023, to identify RCMP members who were the subject of multiple complaints.

A qualitative analysis was performed on members who were the subject of five or more complaints over the period.

Going forward, the CRCC plans to send an updated list to the RCMP each year, for awareness and whatever action is deemed necessary, identifying members who have been the subject of five or more complaints over a five-year period.

#### Program inventory

The Independent Review of the RCMP is supported by the following programs:

- Public Complaints
- Investigations
- Public Education

Additional information related to the program inventory for Independent Review of the RCMP is available on the [Results page on GC InfoBase](#).

## Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Contracts awarded to Indigenous business

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

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

### Progress on results

This section presents details on how the CRCC performed to achieve results and meet targets for internal services.

As a micro-agency, the CRCC does not have all categories of internal services. Nonetheless, the CRCC's internal services play a crucial role in supporting its mission to ensure that public complaint are examined fairly and impartially. This is done through its communications services, legal services, human resources management services, financial management services, information management services, and information technology management services.

To enhance operations, the CRCC invested in its information technology infrastructure with the transition of services to a cloud-based environment. This move has increased collaborative capabilities across the CRCC, reduced technical support and is easily scalable for future growth. The CRCC will continue with the transition of existing infrastructure to cloud-based services. It is also actively seeking a replacement for its aging case management system, again with a view to leveraging cloud technologies.



## Resources required to achieve results

Table 5: Resources required to achieve results for internal services this year

Table 5 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$5,697,831	\$5,124,704
Full-time equivalents	33	28

The [complete financial and human resources information](#) for the CRCC's program inventory is available on GC InfoBase.

## Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses each year, with full implementation by the end of fiscal year 2024–25.

The CRCC is a Phase 3 department and is aiming to achieve the minimum 5% target by the end of 2024–25.

To that end, the CRCC will continue to leverage and refine its Indigenous procurement plan. The CRCC will endeavour to create increased economic opportunities for Indigenous businesses through its procurement function by directing business owners and project authorities to consult the Indigenous Business Directory when performing market research for their respective business requirements. Where possible, an Indigenous firm should be engaged.

## Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

### Spending

This section presents an overview of the CRCC's actual and planned expenditures from 2021–22 to 2026–27.

Graph 1: Actual spending by core responsibility in 2023–24

Graph 1 presents how much the CRCC spent in 2023–24 to carry out core responsibilities and internal services.



Text version of Graph 1

In 2023–24, the CRCC spent \$10,669,829 for its core responsibility, Independent Review of the RCMP, and \$5,124,704 for its internal services.

#### Analysis of actual spending by core responsibility

The CRCC increased its actual spending by core responsibility in 2023–24. This is a direct result of the increase to its annual resource allocations sought through a program integrity funding request approved the year prior.

## Budgetary performance summary

Table 6: Actual three-year spending on core responsibilities and internal services (dollars)

Table 6 presents how much money the CRCC spent over the past three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
Independent Review of the RCMP	\$10,045,719	\$11,279,901	<ul style="list-style-type: none"> <li>• 2021–22: \$6,369,451</li> <li>• 2022–23: \$8,074,291</li> <li>• 2023–24: \$10,669,829</li> </ul>
<b>Subtotal</b>	<b>\$10,045,719</b>	<b>\$11,279,901</b>	<b>\$25,113,571</b>
Internal services	\$5,661,334	\$5,759,030	<ul style="list-style-type: none"> <li>• 2021–22: \$4,161,184</li> <li>• 2022–23: \$4,405,370</li> <li>• 2023–24: \$5,124,703</li> </ul>
<b>Total</b>	<b>\$15,707,053</b>	<b>\$17,038,931</b>	<b>\$38,804,828</b>

### Analysis of the past three years of spending

The increase in spending over the past three fiscal years is primarily attributable to program integrity funding received through Supplementary Estimates (B), 2022–23. More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 7: Planned three-year spending on core responsibilities and internal services (dollars)

Table 7 presents how much money the CRCC plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Independent Review of the RCMP	\$10,581,686	\$10,622,841	\$10,629,884
<b>Subtotal</b>	<b>\$10,581,686</b>	<b>\$10,622,841</b>	<b>\$10,629,884</b>
Internal services	\$5,697,831	\$5,719,991	\$5,723,784
<b>Total</b>	<b>\$16,279,517</b>	<b>\$16,342,832</b>	<b>\$16,353,668</b>

### Analysis of the next three years of spending

Bill C-20, *An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments*, would see the CRCC take on the additional mandate of public complaints made against the Canada Border Services Agency. Depending on successful royal assent and its coming into force timeline, the above plan will change.

More [detailed financial information from previous years](#) is available on the Finances section of GC Infobase.

## Funding

This section provides an overview of the CRCC's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 2: Approved funding (statutory and voted) over a six-year period

Graph 2 summarizes the CRCC's approved voted and statutory funding from 2021–22 to 2026–27.



Text version of graph 2

This bar graph depicts the CRCC's financial spending trend from 2021–22 to 2026–27.

The Y-axis shows dollars ranging from 0 to \$18,000,000. The X-axis shows fiscal years 2021–22 through 2026–27.

Fiscal Years	Statutory	Voted	Total
2021–22	\$1,135,212	\$9,566,833	\$10,702,045
2022–23	\$1,286,835	\$11,782,608	\$13,069,443
2023–24	\$1,573,860	\$15,371,652	\$16,945,512
2024–25	\$1,515,898	\$14,763,619	\$16,279,517
2025–26	\$1,523,576	\$14,819,256	\$16,342,832
2026–27	\$1,524,890	\$14,828,778	\$16,353,668

Analysis of statutory and voted funding over a six-year period

The variances in funding between fiscal years 2021–22, 2022–23 and ongoing are primarily attributable to program integrity funding received through Supplementary Estimates (B), 2022–23, and compensation adjustments arising from ratified collective agreements.

For further information on the CRCC's departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

## Financial statement highlights

The CRCC's [complete financial statements](#) (unaudited) for the year ended March 31, 2024, are available online.

Table 8 Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (dollars)

Table 8 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	\$17,480,728	\$17,592,103	(\$111,375)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	\$17,480,728	\$17,592,103	(\$111,375)

The 2023–24 planned results information is provided in the CRCC's [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 9 Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (dollars)

Table 9 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	\$17,480,728	\$13,935,773	\$3,544,955
Total revenues	0	0	0
Net cost of operations before government funding and transfers	\$17,480,728	\$13,935,773	\$3,544,955

Table 10 Condensed Statement of Financial Position (unaudited) as of March 31, 2024 (dollars)

Table 10 provides a brief snapshot of the CRCC's liabilities (what it owes) and assets (what it owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	\$2,071,096	\$1,856,781	\$214,315
Total net financial assets	\$1,283,042	\$1,112,898	\$170,144
Departmental net debt	\$788,055	\$743,883	\$44,172
Total non-financial assets	\$155,287	\$95,709	\$59,578
Departmental net financial position	(\$632,767)	(\$648,174)	\$15,407

## Human resources

This section presents an overview of the CRCC's actual and planned human resources from 2021–22 to 2026–27.

Table 11: Actual human resources for core responsibilities and internal services

Table 11 shows a summary of human resources, in full-time equivalents (FTEs), for the CRCC's core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Independent Review of the RCMP	54	59	72
<b>Subtotal</b>	<b>54</b>	<b>59</b>	<b>72</b>
Internal services	20	22	28
<b>Total</b>	<b>74</b>	<b>81</b>	<b>100</b>

Analysis of human resources over the last three years

The CRCC was provided with an annual increase in funding in fiscal year 2022–23. The impact of this increase enabled the CRCC to grow its human resources to address the increasing nature in both volume and scope of complaints and reviews.

Table 12: Human resources planning summary for core responsibilities and internal services

Table 12 shows information on human resources, in full-time equivalents (FTEs), for each of the CRCC's core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Independent Review of the RCMP	77	77	77
<b>Subtotal</b>	<b>77</b>	<b>77</b>	<b>77</b>
Internal services	33	33	33
<b>Total</b>	<b>110</b>	<b>110</b>	<b>110</b>

Analysis of human resources for the next three years

Bill C-20, *An Act establishing the Public Complaints and Review Commission and amending certain Acts and statutory instruments*, would see the CRCC take on the additional mandate of public complaints made against the Canada Border Services Agency. Depending on successful royal assent and its coming into force timeline, the above plan will change.

## Corporate information

### Departmental profile

Appropriate minister: The Honourable Dominic LeBlanc, P.C., K.C., M.P.

Institutional head: Michelaine Lahaie, Chairperson

Ministerial portfolio: Public Safety Canada

Enabling instrument: [\*Royal Canadian Mounted Police Act\*](#)

Year of incorporation / commencement: 2014

### Departmental contact information

#### Mailing address:

P.O. Box 1722, Station B

Ottawa, ON K1P 0B3

Fax: 1-613-952-8045

Email: [Media@crcc-ccetp.gc.ca](mailto:Media@crcc-ccetp.gc.ca)

Website: <http://www.crcc-ccetp.gc.ca/en>

### Supplementary information tables

The following supplementary information tables are available on the CRCC's website:

- [Gender-based analysis plus](#)
- [United Nations 2030 Agenda and the Sustainable Development Goals](#)

### 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](#). 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.



## 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, departments 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.

### **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 assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

**government-wide priorities** (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government’s agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (initiative horizontale)

An initiative where two or more federal departments 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 a department did with its resources to achieve its results, how well those results compare to what the department 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 department, program, policy or initiative respecting expected results.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department 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 department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department's influence.

**Indigenous business** (entreprise autochtones)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**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 a department, 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.