

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

MINISTER OF PUBLIC SAFETY BRIEFING BINDER



May 2025

Canada



Royal Canadian Mounted Police
Gendarmerie royale du Canada

ROYAL CANADIAN MOUNTED POLICE

Minister of Public Safety Briefing Binder

May 2025

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Act with Integrity | Show Respect | Demonstrate Compassion | Take Responsibility | Serve with Excellence

Agir avec intégrité | faire preuve de respect | faire preuve de compassion |
assumer nos responsabilités | servir avec excellence

May 14, 2025

The Honourable Gary Anandasangaree, P.C., M.P.
Minister of Public Safety
269 Laurier Avenue
Ottawa, Ontario
K1A 0P8

Dear Minister Anandasangaree:

On behalf of the Royal Canadian Mounted Police (RCMP), congratulations on your appointment as Minister of Public Safety. As Commissioner of the RCMP, I look forward to supporting you in your new role. Briefing material is enclosed to help situate you in your work as it relates to the RCMP. This material provides important information on the organization and its leadership team, key issues and our financial posture, along with backgrounders on policing in Canada and our various business lines.

As set out in the *Royal Canadian Mounted Police Act*, the Commissioner is responsible for the control and management of the RCMP and all matters connected with it. As Commissioner, accountability to the Minister of Public Safety has both legal and administrative aspects. In this regard, I look forward to establishing a collaborative and constructive relationship as we execute our critical mandates and work on shared priorities.

The RCMP is Canada's national police service. It is a large and complex organization, with 19,000 police officers and 13,000 public servants and civilian members serving in over 700 detachments across the country. We deliver on our three core mandates of Federal Policing, Contract and Indigenous Policing, and Specialized Policing Services against the backdrop of ever-increasing challenges and complexities in the criminal and national security operating environment.

The integrated RCMP policing model, which ranges from frontline policing in remote and isolated communities to complex cyber investigations requiring modern and specialized investigative tools, has a variety of benefits that

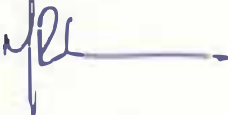
support the execution of the RCMP's policing responsibilities and contribute to public safety in Canada. I would welcome the opportunity to brief you on how an integrated RCMP is uniquely positioned to provide authoritative advice to decision-makers on law enforcement and national security and on how, consistent with your platform commitment, a strengthened RCMP would be better positioned to tackle the most complex problems that threaten the security of Canadians.

As an organization, we are always looking for ways to evolve and meet emerging needs. To this end, we are making progress against my three strategic priorities, which are outlined in *Our Next Chapter: The RCMP 2024-2027 Strategic Plan*. These priorities—recruitment and retention, workplace culture and operational excellence—not only guide the RCMP's resourcing and investments but also capture and articulate our values and dedication to serve and keep Canadians safe.

I would welcome the opportunity to introduce you to the dedicated employees of the RCMP. My team and I would be pleased to host you at our National Headquarters, as well as at our divisions across the country, where you would see their dedication and passion to serve in action.

Congratulations once again on your appointment.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Mike Duheme', with a horizontal line extending to the right.

Mike Duheme
Commissioner

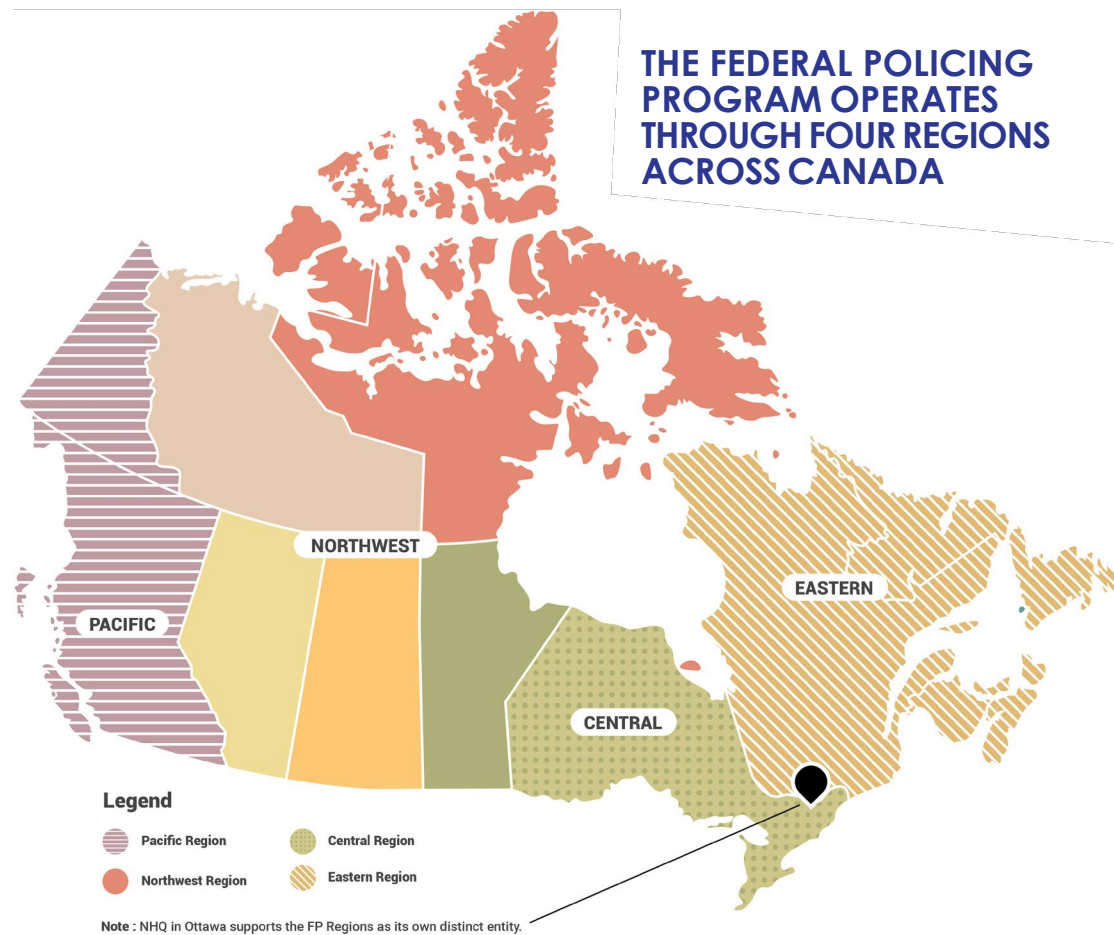
RCMP SNAPSHOT

THE RCMP IS A LARGE ORGANIZATION WITH A COMPLEX MANDATE;
ITS THREE OPERATIONAL BUSINESS LINES ARE SUPPORTED BY A RANGE OF INTERNAL SERVICES

FEDERAL POLICING

- ▶ Enforces federal laws, collects criminal intelligence, secures the borders, conducts international policing activities and ensures the safety of major events, state officials, dignitaries and foreign missions
- ▶ Prevents, detects and investigates serious and organized crime, financial crime, cybercrime, and criminal activity related to national security
- ▶ Operational priorities – national security, transnational and serious organized crime and cybercrime

THE FEDERAL POLICING PROGRAM OPERATES THROUGH FOUR REGIONS ACROSS CANADA

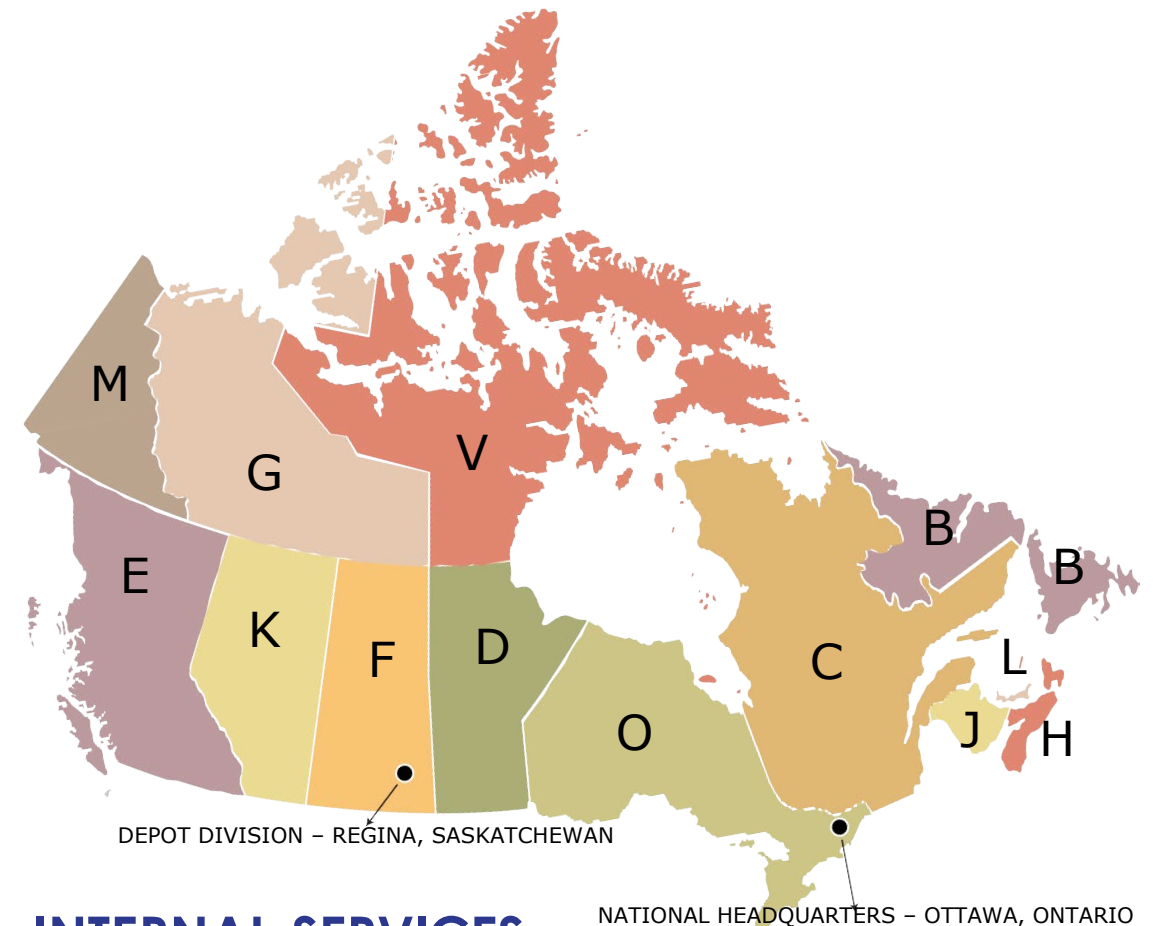


SPECIALIZED POLICING SERVICES

- ▶ Provides critical front-line operational support services in areas such as forensic analyses, firearms, criminal records, advanced police technology, intelligence, advanced and specialized training, leadership development and combatting online child sexual exploitation
- ▶ Responsible for the stewardship and delivery of National Police Services – specialized police support services that are provided to the RCMP and Canadian law enforcement and criminal justice partners
- ▶ Administration of the *Firearms Act* and related Regulations; Canadian Firearms Program

CONTRACT & INDIGENOUS POLICING

- ▶ Front-line policing services provided under contract to 8 provinces (excluding Quebec and Ontario), three territories, 150 municipalities and 550 indigenous communities
- ▶ General administration of justice, preservation of the peace, community policing and the prevention of crime
- ▶ Priorities - Provide service across the RCMP in the development and management of operational policing procedures, practices, equipment, training and priority outreach and prevention programs



INTERNAL SERVICES

- ▶ Human Resources, Professional Responsibility Sector, Corporate Management, Legal Services, Strategic Policy and External Relations, Reform Accountability and Culture, Audit and Evaluation
- ▶ Support 24/7 policing operations across the country, the effective administration of the RCMP, and the advancement of the Government's broader public safety agenda



COMMISSIONER'S MANDATE

- ▶ Section 5(1) of the *Royal Canadian Mounted Police Act* (RCMP Act) provides that, under the direction of the Minister of Public Safety and Emergency Preparedness, the Commissioner has the control and management of the RCMP and all matters connected to the Force



POLICE INDEPENDENCE

- ▶ The Commissioner is accountable to the Minister, but operationally independent
- ▶ The RCMP is free from direction or influence of elected officials when fulfilling its core law enforcement functions
- ▶ Individual police officers have discretion which, while not absolute, allows them to determine how they will enforce the law



PURPOSE

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



MISSION

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



VISION

Providing exceptional policing services to keep Canada safe and secure

FAST FACTS

- ▶ 12,000 active on-road vehicles
- ▶ 1,700 off-road vehicles
- ▶ 350 marine vessels
- ▶ 30 aircraft
- ▶ Over 700 detachments
- ▶ 3,500 buildings
- ▶ approximately 3,000,000 calls for service (a 2% increase since 2023)
- ▶ 19,100 police officers
 - » 21% women
 - » 6.4% Indigenous Peoples
 - » 14.4% racialized individuals
- ▶ 1,130 cadets entering the RCMP Training Academy (Depot) in 2024-25
- ▶ 11,000 public service employees
- ▶ 2,500 civilian members

REVIEW BODIES

Activities of the RCMP are subject to regular review:

- ▶ Civilian Review and Complaints Commission for the RCMP
- ▶ RCMP External Review Committee
- ▶ National Security and Intelligence Committee of Parliamentarians
- ▶ National Security and Intelligence Review Agency
- ▶ Independent investigative bodies in provinces and territories mandated to examine serious incidents involving police (e.g., British Columbia Independent Investigations Office; Alberta Serious Incident Response Team; Manitoba Independent Investigation Unit; Nova Scotia Serious Incident Response Team; Serious Incident Response Team for Newfoundland and Labrador)

COMMISSIONER'S PRIORITIES

- ▶ Recruiting and retaining a diverse and skilled workforce
- ▶ Ensuring a workplace culture that is healthy, inclusive and trusted by RCMP employees
- ▶ Supporting excellence in operations

OUR CORE VALUES

- ▶ **Act with integrity:** We conduct ourselves ethically, and do so with honesty, dignity, and honour
- ▶ **Show respect:** We treat all people with fairness. We value and promote reconciliation, diversity and inclusion by being considerate of the democratic rights, history and lived experiences of others
- ▶ **Demonstrate compassion:** We care for each other and the communities we serve by approaching each situation with empathy and a genuine desire to help
- ▶ **Take responsibility:** We are transparent about our decisions and actions and hold ourselves accountable for the results and impacts
- ▶ **Serve with excellence:** We commit to continuous learning, and work collaboratively with colleagues, communities, and partners to provide and support innovative and professional policing services

MANAGEMENT ADVISORY BOARD

- ▶ Established by Government in 2019
- ▶ Mandated to provide the Commissioner with external advice on the management and administration of the RCMP
- ▶ Chair: Professor Angela Campbell
- ▶ 13 board member positions; 11 currently filled (inclusive of Chair and Vice-Chair)

Six years in, the MAB has provided advice and recommendations on issues such as modernization, internal governance, resourcing, and workplace issues. Specifically, they have provided critical guidance on the RCMP's Cadet Training Program, Police Intervention Techniques, Indigenous Recruitment, Sustainability of Federal Policing, and Procurement. The Board has also been instrumental in the development of the Independent Centre for Harassment Resolution.

RCMP Senior Management Team



Michael Duheme
Comissioner



Bryan Larkin
Senior Deputy Comissioner



Jodie Boudreau
Deputy Commissioner
Contract and Indigenous
Policing



Marie-Claude Dandenault
Deputy Commissioner
Specialized Policing Services



Mark Flynn
Deputy Commissioner
Federal Policing



Trevor Daroux
Deputy Commissioner
Commanding Officer
K Division



Dwayne McDonald
Deputy Commissioner
Commanding Officer
E Division



Samantha Hazen
Chief Financial Officer



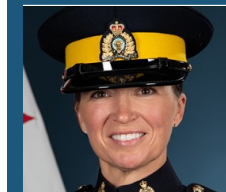
Shelley Peters
Chief Human Resources
Officer



Alison Whelan
Senior Assistant Deputy
Minister
Reform, Accountability and
Culture



Rouben Khatchadourian
Senior Assistant Deputy
Minister and Chief Strategic
Policy and External
Relations Officer



Elaine Maisonneuve
Corps Sergaent Major



Michael Duheme
(he/him)
Commissioner

Mike Duheme is honored to serve as Commissioner of the RCMP. With more than 35 years as a police officer, he brings a wide range of policing experience to his current role.

Hailing from Chambly, Quebec, he began his career as a general duty investigator in New Minas, Nova Scotia. He has served in four provinces across Canada, and internationally on a Kosovo peacekeeping mission. Over the course of his career, he has been a member of the RCMP's Emergency Response Team, a VIP personal protection officer and Operations Commander for the Francophone Summit.

In 2015, Commissioner Duheme was promoted to Officer in Charge of Parliamentary Protective Services, and he became the first Director of the Parliamentary Protective Service. With over 500 human resources under his command, he implemented strategies to facilitate integration among three organizationally distinct units.

In 2016, he became Commanding Officer of National Division, where he oversaw the conduct of sensitive and international investigations that impact Canada's national interests, as well as protective policing services in the National Capital Region. His duties also included leading the establishment of a dedicated cybercrime investigative team focused on combatting significant threats from transnational organized crime groups and threats to Canada's critical infrastructure.

Prior to his appointment as Commissioner in March 2023, he served as Deputy Commissioner of Federal Policing. This core function of the RCMP includes investigating drugs and organized crime, economic crime, and terrorist criminal activity; enforcing federal statutes and securing Canada's border; conducting international capacity building, liaison, and peacekeeping; and ensuring the safety of major events, state officials, dignitaries and foreign missions.

Commissioner Duheme recognizes that the RCMP's employees are our best ambassadors. He remains steadfast in his commitment to support the active participation of every employee, to foster a positive work environment, and to promote innovative ideas to improve the RCMP.

With his strong sense of leadership, he remains fully engaged in furthering the RCMP's modernization goals, strengthening relationships with all partners and Canadians, and continuing to protect and support the safety of communities in Canada and beyond.

**Bryan Larkin
(he/him)****Senior Deputy Commissioner**

Senior Deputy Commissioner Bryan Larkin has increasingly taken on responsibilities outside of his current mandate to support the Commissioner as the most senior member of the Deputy Commissioner Community.

This new role will allow more consistent decision making and support at the highest level, particularly during periods of competing organizational needs. His new responsibilities include providing overall direction to the Senior Executive Committee on management matters in the Commissioner's absence.

Senior Deputy Commissioner Larkin joined the RCMP from the Waterloo Regional Police

Service (WRPS) where he served as Chief since 2014.

His extensive police leadership experience includes serving as Chief of the Guelph Police Service, as Director at the International Association of Chiefs of Police and, most recently, as President of the Canadian Association of Chiefs of Police. In his previous roles, he's accessed and relied on SPS services and gathered feedback from police agencies across Canada.

Senior Deputy Commissioner Larkin began his policing career in 1991 as a member of the Waterloo Regional Police Service, working as a front-line Constable assigned to Division #1 in Kitchener. Over the course of his career, he's held a number of progressively responsible positions including: Community and Media Relations; Special Assignments; Traffic Services; Human Resources, Recruiting; Media Officer; Executive Officer to the Chief of Police; and Superintendent of Central Division.



**Jodie Boudreau
(she/her)**

**Deputy Commissioner, Contract and
Indigenous Policing**

The Deputy Commissioner of Contract and Indigenous Policing is responsible for overseeing delivery of local policing services in Canada's three territories and in all provinces except Ontario and Quebec. She and her team ensure a uniform level of service and consistent responses to operational issues that arise as a result of the RCMP's frontline policing responsibilities. They are frequently called upon to provide leadership to the broader public safety community to advance federal priorities, including providing culturally competent police services to more than 550 Indigenous

communities.

Deputy Commissioner Jodie Boudreau joined the Royal Canadian Mounted Police in 1992 as a general duty police officer in E Division (British Columbia). Her early career included working as a federal drug enforcement officer on Vancouver Island before continuing in general duty policing in the Lower Mainland.

Deputy Commissioner Boudreau also has experience as an undercover operator, was a member of the Tactical Troop, an Executive Officer, Critical Incident Commander, Assistant District Commander and Deputy Criminal Operations Officer.

In 2018, she became the RCMP's Commanding Officer in Ontario (O Division) prior to assuming the role of Deputy Commissioner in 2023. She has also served as *Aide-de-Camp* to Alberta's Lieutenant Governor and is the recipient of the Queen Elizabeth II Diamond Jubilee Commemorative Medal and the RCMP's Long Service Medal.



**Mark Flynn
(he/him)**

Deputy Commissioner, Federal Policing

Deputy Commissioner Mark Flynn is responsible for Federal Policing which includes both domestic and international operations. In his role, he is responsible for National Security, Protective Policing, Border Integrity, Criminal Operations, International Special Services, and Strategic Management.

Deputy Commissioner Flynn began his RCMP career in 1998 as a general duty officer in M Division, in Whitehorse. His early career included working as a plain clothes officer in Whitehorse, Technical Operations in Ottawa, and in other operational roles across Canada.

In December 2020, Deputy Commissioner Flynn was appointed to the position of Assistant Commissioner responsible for the governance and oversight of the RCMP Federal Policing National Security and Protective Policing programs.

Prior to taking the Assistant Commissioner role, Deputy Commissioner Flynn was responsible for the RCMP Federal Policing Cybercrime and Financial Crime programs. He has over a decade of experience in covert electronic surveillance in support of all types of investigation including national security, transnational organized crime and other serious crime investigations. Deputy Commissioner Flynn's experience extends to policy work in legislative reform, the National Wiretap Expert Committee, delivery of training to police and prosecutors and instruction and moderation of executive officer leadership training.

**Marie-Claude Dandenault
(she/her)****Deputy Commissioner, Specialized
Policing Services**

Deputy Commissioner Dandenault is responsible for Specialized Policing Services, a broad range of critical services that includes the Canadian Firearms Program, the Canadian Police College, Criminal Intelligence Service Canada, the Information Management / Information Technology Program, Forensic Science and Identification Services, Departmental Security, and Technical Operations. Her responsibilities also include stewardship for National Police Services, a suite of scientific, technological and police educational programs that support the broader Canadian law enforcement community.

Deputy Commissioner Dandenault joined the RCMP from the Service de Police de la Ville de Montréal (SPVM) where she most recently served as Chief-Inspector at the Chief's Cabinet. During her 25-year career with the SPVM, she held various positions including Patrol Officer, Sergeant, Burrow Supervisor, Commander in various units, Critical incident Commander, Inspector and Chief Inspector.

She is an active contributor and well-respected member of the Canadian Association of Chiefs of Police community.

Deputy Commissioner Dandenault brings exceptional communication skills to her role and a strong ability to foster teams. She has extensive experience in working with community leaders, government officials and law enforcement agencies across the country during which she led numerous transformative and innovative projects aimed at improving police services and community safety.

In 2021, Deputy Commissioner Dandenault was awarded with the Governor General of Canada's Police Exemplary Service Medal. She was awarded the King Charles III Coronation medal in 2024 for her outstanding contribution to leadership and community engagement. She holds certificates in Law and Management from Université de Montréal.

**Alison Whelan
(she/her)**

Senior Assistant Deputy Minister
Reform, Accountability and Culture

In May 2023, Alison Whelan was appointed as the Senior Assistant Deputy Minister (SADM) Reform, Accountability and Culture. In this role, SADM Whelan is leading a centralized strategic approach to RCMP reform and transformation. Importantly, this includes managing the RCMP's response to the Mass Casualty Commission final report and recommendations – and those of other external reports – through a holistic, organization-wide approach. Her area of responsibility also includes leadership and coordination of major organizational operational and culture reform initiatives. The secretariat for the RCMP's Management

Advisory Board also falls under her purview.

SADM Whelan has been with the RCMP since 2003, occupying research and strategic policy positions before taking on more senior and executive-level roles. In 2013, she joined the RCMP's Federal Policing as Director General Strategic Policy, and later as the Executive Director. In 2018, she was appointed Executive Director of National Security and Protective Policing. In 2020, she became the RCMP's Chief Strategic Policy and External Relations Officer, responsible for a broad range of responsibilities, including cabinet and parliamentary affairs, executive governance, ministerial affairs, national communication services, and access to information and privacy.

SADM Whelan began her professional career at the Public Policy Forum. She holds a Master of Arts degree in Political Science from Memorial University of Newfoundland, and completed the Harvard Kennedy School's Senior Executives in National and International Security program.



Samantha Hazen
(she/her)

Chief Financial Officer (CFO)

Samantha (Sam) Hazen is the RCMP's Chief Financial Officer. She helps the Commissioner achieve the organization's strategic and operational priorities by providing guidance on financial administration, strategic investment, asset and real property management, procurement and contracting and corporate management systems.

CFO Hazen brings a wealth of knowledge and experience to the RCMP. From 2020 until 2022, she served as the Assistant Deputy Minister and Chief Financial Officer at Shared Services Canada. Between 2015 and 2020, she provided leadership as Shared Services Canada's Deputy Chief Financial Officer,

working to strengthened Shared Services Canada's relationship with other central agencies. She was instrumental in obtaining funding over many federal budget cycles to support Shared Services Canada's mandate. She also served as the Executive Director of Financial Policy and Community Development at the Treasury Board Secretariat, Office of the Comptroller General, where she was responsible for strengthening financial management oversight and financial community development across the federal government.

CFO Hazen holds an Honours Bachelor of Commerce degree from the University of Ottawa and is a Chartered Professional Accountant (CPA, CA) and a Certified Internal Auditor (CIA).

In January 2013, she received the Queen Elizabeth II Diamond Jubilee Medal for her outstanding contribution to the Public Service.



Shelley Peters (she/her)

**Chief Human Resources Officer
(CHRO)**

Shelley Peters serves as Chief Human Resources Officer for the RCMP. In this role, she is responsible for many areas that directly support frontline policing. This includes, pay, health care benefits, harassment prevention, respectful workplace programs, learning and development and official languages. She also oversees the administration of the RCMP Academy in Regina, Saskatchewan.

Originally from Saint John, New Brunswick, CHRO Peters brings a wealth of experience in the public safety sectors. She began her career at the RCMP in 1982, working in Happy-Valley-Goose-Bay as the first black woman member. After leaving the RCMP, she

joined the Canadian Armed Forces, where over her 22-year tenure, she focused on policing and diversifying ranks within the organization. She retired in 2008 at the rank of Lieutenant Colonel - the highest-ranking black woman at the time.

Prior to returning to the RCMP in 2024, CHRO Peters worked at the Privy Council Office as the Executive Director and Chief Security Officer which included working on ministerial security and oversight with the RCMP. She has also played a key role within the government security community.

Throughout her career, CHRO Peters has held various positions related to equity and diversity, including as the Director of Human Rights and Diversity, and the Deputy Chairperson for the Committee for Women in NATO Forces. The latter allowed Canada to be instrumental in the international integration of women into military forces. While at the Privy Council Office, she was the Champion for Persons with Disabilities and Visible Minorities and was the lead of the Black, Indigenous and Persons of Colour Employee network. CHRO Peters is currently the Equity, Diversity and Inclusion Champion at the RCMP, where she plays a key role in the RCMP's efforts to build a more inclusive and diverse organization.



**Trevor Daroux
(he/him)**

Deputy Commissioner,
Commanding Officer for K Division

Deputy Commissioner Trevor Daroux, Commanding Officer of the Alberta RCMP, oversees the RCMP's second-largest division. The Alberta RCMP delivers federal policing services for the Government of Canada, serves as Alberta's contract provincial police force, provides municipal policing to major cities, and plays a key role in joint law enforcement operations.

Deputy Commissioner Daroux is in his 37th year of policing, serving with both the Calgary Police Service and the Royal Canadian Mounted Police. In 2017, he retired from the Calgary Police Services as the Assistant Chief in Charge of the Bureau of Community Policing. He then joined the RCMP and served as the Director General

National Crime Prevention and Indigenous Policing Services. Deputy Commissioner Daroux went on to serve as the Criminal Operations Officer for the Alberta RCMP until May 2025.

Deputy Commissioner Daroux is a graduate of the University of Calgary, the United Kingdom's National Policing Strategic Command, and the United States Police Executive Research Forum's Senior Management Institute for Police.

Throughout his career, Deputy Commissioner Daroux has held a variety of operational, investigative and administrative roles. His passion lies in working through a multi-disciplinary lens to address root causes of crime and social disorder. Deputy Commissioner Daroux believes that our collective efforts build a new narrative, a narrative of opportunity and hope for all to thrive.

In 2017, Deputy Commissioner Daroux was honored with his Blackfoot name, Ni Tsih to Wann, given to him by Elder Herman Yellow Old Women.

Deputy Commissioner Daroux is a proud father and grandfather.



**Dwayne McDonald
(he/him)**

Deputy Commissioner,
Commanding Officer for E Division

As Commanding Officer for E Division, Deputy Commissioner Dwayne McDonald is responsible for overseeing the RCMP's largest division British Columbia. E Division provides federal police services on behalf of the Government of Canada, serves as British Columbia's contract provincial police force, provides contract municipal police services to large municipalities, and is a key partner in joint forces law enforcement operations.

Deputy Commissioner McDonald has over 29 years of experience in law enforcement having served both the Canada Border Services Agency and the RCMP. Deputy Commissioner McDonald has a vast knowledge of federal,

provincial and municipal policing with experience in positions of leadership and command in a number of high profiles RCMP positions in British Columbia.

Most recently, Deputy Commissioner McDonald served as the Assistant Commissioner and Criminal Operations Officer for Federal, Investigative Services and Organized Crime for the province of British Columbia. He had oversight of a large portfolio of including RCMP Major Crime, Police Support Services, Criminal Intelligence, Federal Policing, National Security, and the Combined Forces Special Enforcement Unit – British Columbia.

Deputy Commissioner McDonald holds a Bachelor in Business Administration from Simon Fraser University. He lectures at the Canadian Police College in Major Case Management, Major Crime and Kidnapping investigations. He belongs to the Canadian Association of Chiefs of Police, and is a member of a number of significant law enforcement and intelligence-related committees.



Rouben Khatchadourian (he/him)

**Senior Assistant Deputy Minister
and Chief Strategic Policy and
External Relations Officer**

Rouben Khatchadourian is a senior executive in the Canadian federal government, joining the Royal Canadian Mounted Police as the Chief Strategic Policy & External Relations Officer in August 2023. As a member of the Senior Executive Committee, he provides leadership on RCMP-wide policy development, cabinet and parliamentary affairs. He serves as a key liaison with Central Agencies to advance programs, policy and funding proposals that bolster RCMP's capacities to adapt and deliver public safety and law enforcement priorities. His portfolio also includes the RCMP's National

Communications Service and Public Affairs program.

He was previously at the Public Health Agency of Canada at the height of Canada's COVID-19 pandemic response as Vice President for Strategic Policy. His portfolio was accountable for advancing public health in government decision-making, inter-governmental relations with Provinces and Territories, and Public Health Agency of Canada institutional renewal in light of lessons learned during the pandemic. From 2019-2022 he was in the Privy Council Office as the Director of Operations in the Economic and Regional Development Policy secretariat. In this position, he was responsible for leading the team that supports Cabinet committee business and whole-of-government policy coordination for the following issue areas: environment and climate change, energy and natural resources, agriculture, transport, and fisheries and oceans.

Prior to Privy Council Office he served as a career diplomat in the Canadian Foreign Service for 23 years, holding various leadership positions at Global Affairs Canada in the trade, global and political and military issues portfolios. Notable executive positions included: Director General for Trade Controls regulating the trade of supply-managed commodities and the exports of military and sensitive goods; Corporate Secretary; Executive Director for Defence and Security Relations; and Head of the G8 Presidency Unit during the G8 Muskoka and G20 Toronto Summits (2008-2010). Diplomatic postings in missions abroad included London, Beijing, Amman and Riyadh.

SADM Katchadourian is a graduate of *École des Hautes Études Commerciales* (BBA) and the London School of Economics and Political science, (Executive Master of Sciences Diplomacy and International Strategy).



Elaine Maisonneuve
(she/her)
Corps Sergeant Major

Originally from a small francophone community in northern Alberta, Corps Sergeant Major Elaine Maisonneuve graduated from Depot in May 1998. She was posted to Whitehorse Detachment and served the subsequent 10 years in contract policing in the Yukon Territory. In M Division, she held positions on General Duty, General Investigations, Major Crimes and Commercial Crime.

In 2008, Corps Sergeant Major Maisonneuve moved her family to Ottawa and has been in the region ever since. She served in National (formerly A) Division's Federal Investigations Unit, Integrated National Security Enforcement

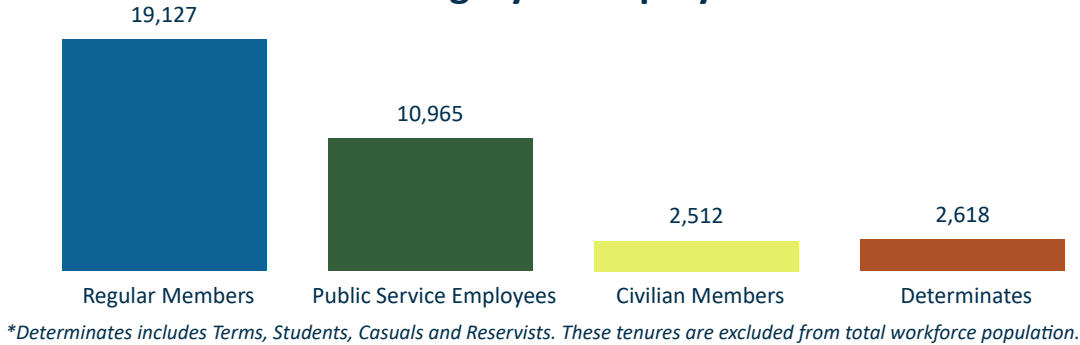
Team, and finally, in Sensitive and International Investigations, leading major case files related to international anti-corruption for several years.

Moving away from investigations after two decades, Corps Sergeant Major Maisonneuve transferred to International Peace Operations at National Headquarters as a desk officer coordinating deployments of Canadian police officers to peacekeeping missions abroad. It was during this time that she developed a passion for providing service and support to her fellow members and it was the driving force in her pursuit of a position within the Warrant Officer Program.

She was appointed to the rank of Sergeant Major by Commissioner Brenda Lucki in November 2020 and was delighted to have the opportunity to return to National Division where she had previously served for 10 years. In addition to her warrant-related duties, Corps Sergeant Major Maisonneuve oversaw the roll-out of the Division's own Health and Wellness Unit which served to provide division-focused strategies and initiatives to optimize the health of their employees.

Workforce Demographics

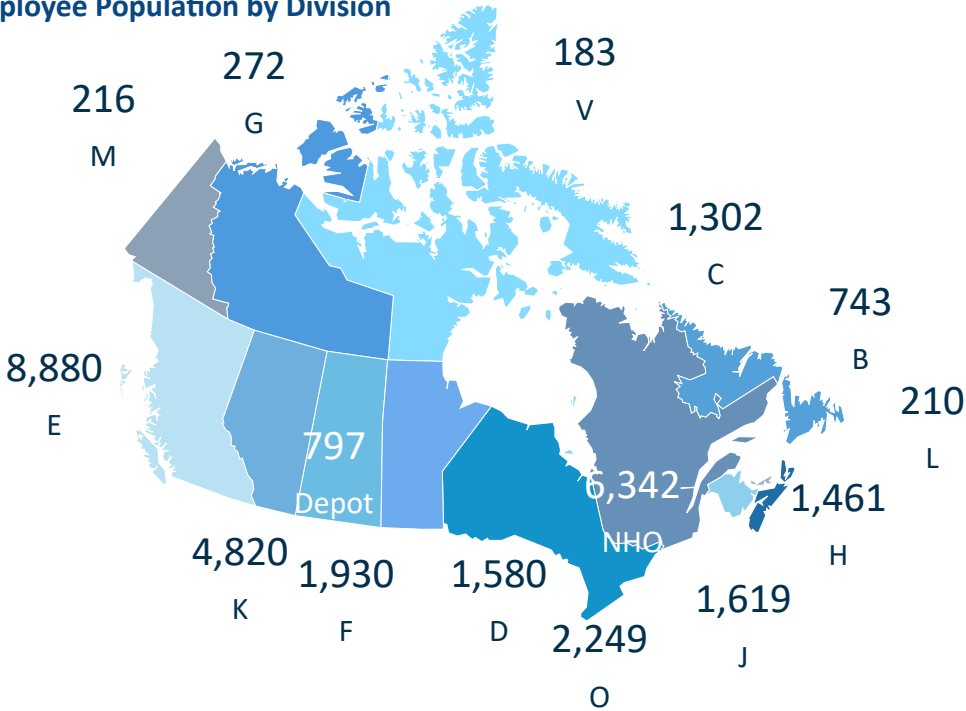
Category of Employees



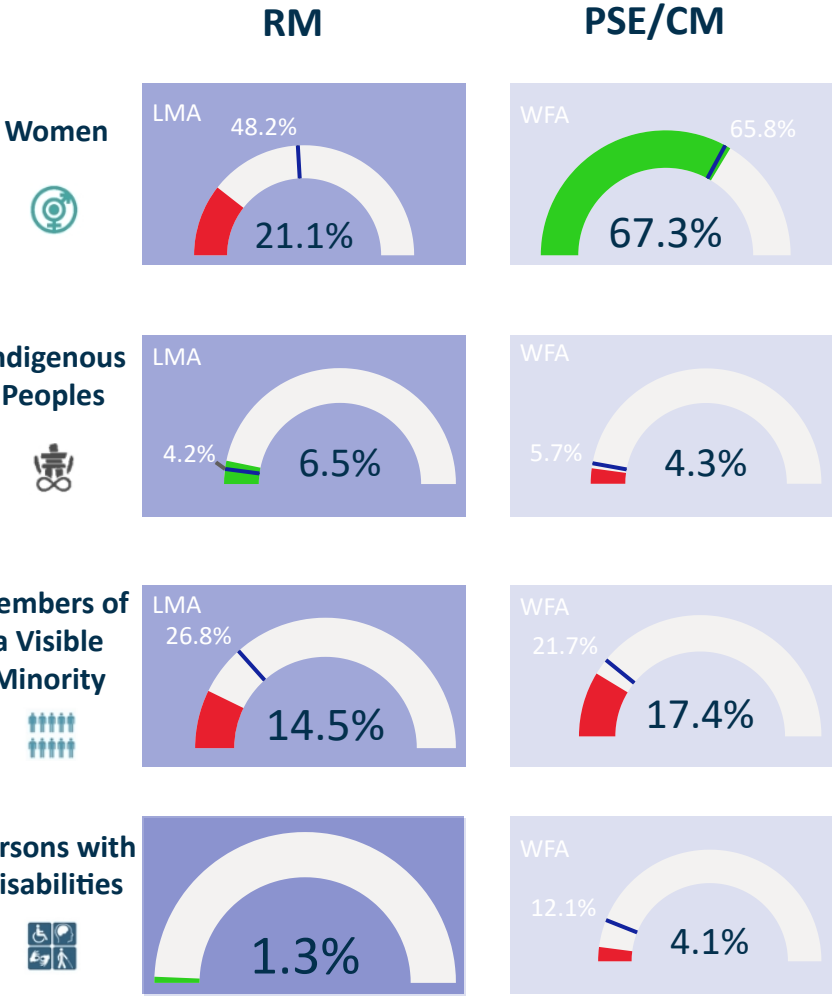
Workforce Population

32,604

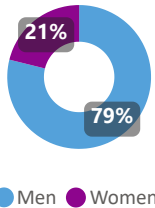
Employee Population by Division



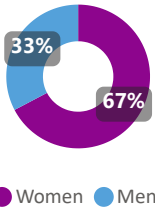
RCMP Workforce against EE Targets



Gender RM



Gender PSE/CM

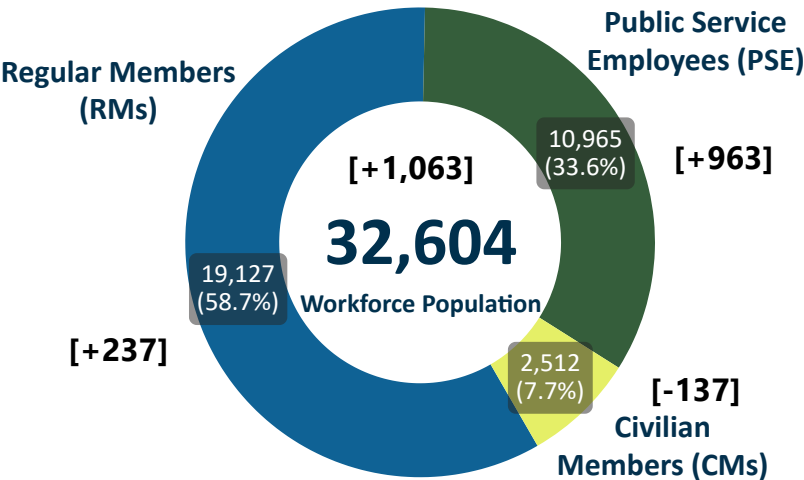


Data: RM, CM and PSE Indeterminates | RM (Regular Members) includes SC (Special Constables) | Labour Market Availability (LMA) and Workforce Availability (WFA) is based on data from the 2021 census.

Source: HRMIS Snapshot captured March 31st, 2025

RCMP Workforce Summary | 2024-25

DEMOGRAPHICS



Figures in brackets represent the change from the previous year.

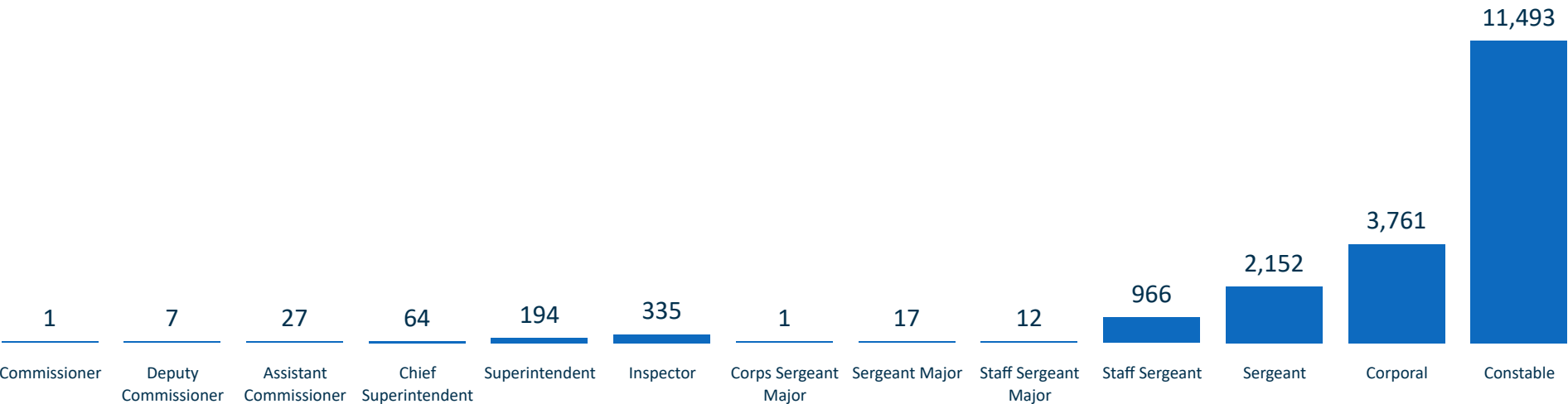
EMPLOYEE TENURE

Tenure	Total Employees	Percentage
RM, CM & PSE Indeterminate	32,604	92.6%
Casual	1,152	3.3%
Term	672	1.9%
Reserve	496	1.4%
Student	297	0.8%
Total	35,221	100.0%

AGE AND YEARS OF SERVICE

RM	PSE/CM	
Age (Average)	PSE-Age (Average)	CM-Age (Average)
42	43	48
Years of Service (Average)	PSE-RCMP Years of Service (Average)	CM- Years of Service (Average)
13	10	19

REGULAR MEMBERS POPULATION BY RANK



OFFICIAL LANGUAGES

RM
Compliance Rate
92.2%
PSE/CM
Compliance Rate
91.7%

Data: RM, CM and PSE Indeterminates | RM (Regular Members) includes SC (Special Constables) | Official Languages compliance rate represents the percentage of employees in bilingual positions who meet the language requirements of the position. Source: HRMIS: Snapshot captured March 31st, 2025

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HOT ISSUE – BORDER INTEGRITY**Issue**

Border integrity is a shared priority for both Canada and the U.S. Strong cooperation between the RCMP and U.S. law enforcement agencies remains a priority for addressing and disrupting criminal threats of mutual concern at and away from the border.

Background

As the federal police force, the RCMP has overall federal policing responsibilities between Ports of Entry (POE), including intercepting those crossing illegally and working with partners to gather and share information to detect and investigate organized crime networks involved in illegal migration. This is achieved through protecting Canada's borders in the air, on land, at sea, and in the Arctic.

The RCMP takes a layered approach to border security, working to prevent, detect and disrupt the greatest threats using technology and intelligence. The organization works closely with domestic and international partners to gather and share information for the detection and investigation of organized crime groups and networks that are involved in illegal activities. The goal is to prevent illegal activity that may pose a threat to the safety and security of Canada, the U.S. and the international community.

Canada's Border Plan

As part of the 2024 Fall Economic Statement, the Government of Canada announced a new Border Plan, investing \$1.3 billion to expand existing border security services and strengthen the immigration system. This Border Plan consists of five pillars: 1) Detecting and disrupting the fentanyl trade; 2) Introducing significant new tools for law enforcement; 3) Enhancing operational coordination; 4) Increasing information sharing; and 5) Minimizing unnecessary border volumes.

Through the Border Plan, the RCMP received \$667.5 million over six years, starting in fiscal year 2024-25, and \$86 million ongoing. This funding will be allocated to three lines of effort: 1) Aerial Intelligence Task Force; 2) Increase in Investigative Capacity; and 3) Establishing a new North American Joint Strike Force. These investments build on existing measures and allow the RCMP to use new tools and technologies that will strengthen law enforcement investigative capacity.

The RCMP has mobilized and increased resources at the border to areas that have historically attracted irregular migration flows. This has immediately increased the RCMP's ability to patrol, detect, respond and investigate both north and southbound threats.

The RCMP uses a variety of surveillance tools and technologies as well as patrol assets to monitor and secure the border in between the ports of entry, within Canadian laws and

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regulations, in line with its Federal Policing border integrity mandate. The RCMP will deploy a new Aerial Intelligence Task Force comprising helicopters, drones, and mobile surveillance towers. This technology will support RCMP officers and be monitored by the Border Integrity Operations Centre to provide surveillance between ports of entry

Engagement with U.S. and Domestic Partners

Strong partnerships with domestic and international partners allow the RCMP to conduct joint operations, investigations, share intelligence and quickly respond to incidents at the border.

Domestically, the RCMP works closely with federal departments and agencies, including the Canada Border Services Agency, Immigration, Refugees and Citizenship Canada, Global Affairs Canada and Public Safety Canada, as well as other Canadian law enforcement and Indigenous partners to preserve border integrity. The RCMP and Indigenous law enforcement partners have ongoing dialogue through the existing Integrated Border Enforcement Teams located in the provinces alongside the Canada-U.S. border.

The RCMP works closely with U.S. law enforcement partners through the Cross-Border Law Enforcement Advisory Committee, the Integrated Cross-border Maritime Law Enforcement Operations (Shiprider) and the Integrated Border Enforcement Teams, and through provincial relationships. There is also coordination through the RCMP's participation in the Canadian Association of Chiefs of Police and the Canadian Integrated Response to Organized Crime.

Next Steps

As part of the RCMP's response to Canada's Border Plan, the RCMP is combining existing efforts and capabilities with new initiatives to enhance border enforcement, and investigative and surveillance capacity. The objectives of the RCMP's Border Plan will reflect core aspects of Federal Policing's work in protecting the border from threats; dismantling and disrupting transnational serious and organized crime networks, including criminal finance infrastructure; and enhancing intelligence sharing. With these parameters in mind, the RCMP is updating national operational plans. This will occur over phases and will align with a ramp-up of resources provided through new investments.

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HOT ISSUE – OPIOIDS**Issue**

Canada continues to face an opioid overdose crisis. While there is limited-to-no evidence from either Canadian or U.S. law enforcement agencies to support that Canadian-produced fentanyl is an increasing threat to the U.S., the RCMP is committed to working with international partners to address the cross-border movement of illegal substances and the chemicals used to produce them.

Background

Canada and the U.S. face a shared opioid overdose crisis that has taken the lives of almost 51,000 Canadians and more than 560,000 Americans since 2016. Fentanyl continues to drive this crisis. In Canada, evidence supports that fentanyl synthesis is occurring domestically. This trend is based on the number of illicit drug production sites identified by the RCMP and other law enforcement agencies (56 since 2018), as well as significant seizures of precursor chemicals at different Canadian ports of entry. Currently, intelligence suggests that exports of Canadian-produced fentanyl are chiefly destined for the Asia Pacific region (notably Australia, New Zealand, and Japan), rather than the U.S. market, which is supplied mainly by Mexican-produced fentanyl. At this time, there is little indication that Canadian-produced fentanyl is being exported to the U.S. on a large-scale basis, and the exact volume of total fentanyl production in Canada remains an intelligence gap. While there are isolated fentanyl-linked financial transactions between Canada and the U.S., FINTRAC assesses that this is not indicative of a persistent or pervasive money laundering issue. However, significant exports of other drugs produced in Canada, particularly methamphetamine and cannabis, remain an operational priority.

The RCMP is committed to detecting, investigating, and disrupting the most significant criminal threats to public safety in Canada, including the illicit fentanyl market. Its intelligence and investigative efforts target all aspects of the illicit drug market to disrupt the involvement of key transnational and serious organized crime groups in the production and trafficking of drugs, such as fentanyl, and the laundering of its proceeds. The RCMP works with domestic partners to curb the illegal drug supply domestically and works closely with international partners to disrupt organized crime groups involved in the illegal drug trade. The RCMP participates in a number of domestic and international efforts to address illegal substances, a sample of which are outlined below.

Through the Canada-U.S. Fentanyl Task Force, the RCMP and U.S. law enforcement partners are developing a plan to enhance information sharing, improve coordination on existing and future investigations related to fentanyl, and focus on the identification of supply chain trends.

Through the Canada-U.S. Action Plan on Opioids, the RCMP shares samples of seized substances, including fentanyl, with the U.S. Drug Enforcement Administration's Drug Signature Program. This program analyzes samples of substances to identify their origin, content, and potency. The resulting intelligence can inform investigational and enforcement efforts.

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The RCMP is also working with U.S. law enforcement partners through the Cross-Border Crime Forum to increase bilateral information sharing. Recently, the RCMP assigned personnel to the U.S. Customs and Border Protection's (CBP) National Targeting Centre. This initiative will improve the speed with which information is shared between the RCMP and CBP on areas of mutual concern, including organized crime and drug trafficking.

The RCMP also participates with the United States and Mexico in the North American Drug Dialogue and Trilateral Fentanyl Committee. Internationally, the RCMP is involved in the Global Coalition to Address Synthetic Drug Threats, the United Nation's Commission on Narcotic Drugs, and International Narcotics Control Board.

On December 17, 2024, the Government of Canada announced that it would invest \$1.3 billion to strengthen border security and its immigration system. Canada's Border Plan includes measures to detect and disrupt the fentanyl trade, which will supplement ongoing efforts by the RCMP to combat the fentanyl market and organized crime involvement therein. Through Canada's Border Plan, the RCMP received funding to establish a North American Joint Strike Force that will aim to increase the RCMP's ability to target transnational organized crime and disrupt the production and distribution of fentanyl. This will be accomplished by pooling resources, sharing intelligence, and coordinating operations both domestically, as well as with U.S. and Mexican partners, to disrupt criminal networks that exploit jurisdictional boundaries.

The establishment of a new dedicated taskforce bringing together law enforcement and the financial sector was also announced under Canada's Border Plan. This taskforce, called the Integrated Money Laundering Intelligence Partnership (IMLIP), will enhance information sharing on sophisticated money laundering schemes, including those related to fentanyl. The IMLIP is co-chaired by the RCMP and one of Canada's Domestic Systemically Important Banks, with support from Finance Canada and Public Safety.

Another Border Plan measure is the launch of the Joint Operational Intelligence Cell (JOIC) to facilitate the expedient and effective flow of intelligence for use by law enforcement operations in Canada and abroad. The JOIC, which is led by Public Safety and housed by the RCMP, will support the Government of Canada's commitment to improve intelligence production and sharing, and to enhance cooperation and bolster disruption related to transnational organized crime operations, including the movement of fentanyl and its precursors. [redacted].

Additionally, in February 2025, former Prime Minister Trudeau announced the appointment of Mr. Kevin Brosseau as Canada's new "Fentanyl Czar" (officially the Commissioner of Canada's Fight Against Fentanyl). With his extensive law enforcement background, Mr. Brosseau will work closely with U.S. counterparts and law enforcement agencies to accelerate Canada's ongoing work to detect, disrupt, and dismantle the fentanyl trade.

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Next Steps

- The RCMP will continue engagement with U.S. partners to prevent, investigate, and intercept illegal substances from being trafficked along the Canada-U.S. border.
- The RCMP will continue efforts toward the **North American Joint Strike Force**, including **joint intelligence mapping to illustrate the collective threat picture** and identify opportunities to disrupt organized crime that would achieve the greatest impact.
- The initial focus of IMLIP will be on strengthening information sharing on more actionable intelligence between law enforcement and financial institutions. [redacted].

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HOT ISSUE – FOREIGN ACTOR INTERFERENCE**Overview**

Foreign Actor Interference (FAI), also referred to as foreign interference (FI), includes any effort by a foreign state or its proxies to undermine Canada's sovereignty, national interests and values, threaten public safety, or impose limitations on rights and freedoms of Canadians. FAI activities may be overt, but are usually covert, clandestine, and deceptive. FAI activities are also undertaken digitally.

Foreign states engaged in FAI activities employ a variety of different actors and tactics to achieve their objectives. FAI can be conducted by representatives of a foreign state (e.g. intelligence agencies, judicial representatives, police agents) and proxies (e.g. agents or criminal networks). In some cases, proxies are unwitting participants. The RCMP is aware of a number of states that carry out FAI activities in Canada, including The People's Republic of China, Russia, India, Iran, and others.

Under Section 2 of the *Security Offences Act*, the RCMP is mandated to investigate threats to the security of Canada. FAI poses a wide range of threats to Canada's prosperity and security, including:

- **Democratic Institutions** can be targeted by hostile state actors to promote specific candidates, drive certain narratives, and gain insight into, and influence over, legislative processes and democratic discourse. Hostile states target democratic processes and participants at every level of government, as well as the media, public figures and civil society. Autocratic states seek to undermine trust in democracy itself.
- **Economic Security** through foreign investments in strategic economic sectors and infiltration of critical infrastructure (i.e. communications, transportation, and energy infrastructure).
- **Research Security** through the state-backed theft of intellectual property from public or private entities, proliferation (i.e. efforts to procure sensitive restricted dual use goods).
- **Public Safety** through the use of transnational repression tactics (i.e. harassment, intimidation, or acts of violence) targeting individual Canadians. Diaspora communities are particularly vulnerable to this form of FAI.
- **Social cohesion** by carrying out disinformation campaigns, promoting false narratives, aggravating pre-existing social cleavages, or suppressing discourse.

In August 2024, a number of consequential amendments that were included in Bill C-70 (the *Countering Foreign Interference Act*) came into force with respect to countering FAI.

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Amendments to the *Foreign Interference and Security of Information Act* created strict offences for carrying out activities on behalf of a foreign entity. The legislation also removed the requirement for prosecutors to prove that the foreign entity benefitted from the activities. The creation of these new offences has enhanced the RCMP's legal tools to combat the threat of FAI.

Bill C-70 also introduced the *Foreign Influence Transparency and Accountability Act* (FITAA) and the *Foreign Influence Transparency Registry* (FITR). The RCMP is engaged with Public Safety Canada as they work to establish the Office of the Foreign Influence Transparency Commissioner, which will administer the FITAA and FITR. Once established, the new FI Commissioner will become a key partner for the RCMP in countering the threat of FAI.

The RCMP's Federal Policing National Security (FPNS) program has a multidisciplinary team dedicated to countering FAI. The program works collaboratively with local and provincial law enforcement partners and security and intelligence agencies to enforce various laws to prosecute and mitigate FAI. The program also works collaboratively with government and non-government entities to promote awareness of the threat of FAI.

The RCMP works with a wide variety of domestic partners to counter the threat of FAI. Beyond the RCMP's Security & Intelligence partners (CSIS, CSE, CBSA, PCO), the RCMP works closely with Global Affairs Canada, Heritage Canada, Elections Canada and the Commissioner of Canada Elections (CCE), and Innovation, Science and Economic Development Canada, as well as provincial and municipal governments and Police of Jurisdiction to counter the wide-ranging threat of FAI.

The RCMP is part of the Security and Intelligence Threats to Elections (SITE) Task Force, which actively monitors election periods for signs of FI, and participates in briefings to Government of Canada senior management, the Panel of Five, and to representatives of the various political parties, as required.

Upon request, the RCMP supports investigations of potential violations of the *Canada Elections Act* that are conducted by the CCE and can provide other types of assistance.

Strategic Considerations

The Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions (PIFI) was established on September 7, 2023. The PIFI's final report was released on January 28, 2025. Commissioner Hogue made 51 recommendations, including three specific to the RCMP pertaining to federal policing resources, training for members and recruitment. A significant number of other recommendations will also require RCMP engagement and input.

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The RCMP has strong relationships with not only Canada's security and intelligence community, but also with law enforcement agencies around the world and works closely with Five Eyes partners to respond to and maintain situational awareness of national security threats.

FAI is a complex space for law enforcement to be able to bring charges forward. Current challenges involve the sharing of information due to classification levels and potential caveats (limiting what can be shared), and foreign-backed actors that are well resourced by their state.

Across the national security spectrum, threats to Canada are increasing. Without adequate funding the RCMP is forced to divert resources to the highest threats to Canada's safety and security, which affects our ability to respond to other threats.

Strengthening societal resilience to FAI remains crucial, particularly at the citizen level. As noted in the Hogue Report, the RCMP engages the public and community stakeholders to build resilience to FAI. Given the often-volatile nature of the current information ecosystem, these efforts are essential to fortifying democratic institutions and processes against the corrosive effects of disinformation campaigns and information manipulation.

Next Steps

The RCMP continues to face resourcing challenges in tackling the threat of FAI; funding provided in Budget 2023 amounted to \$48.9 million [redacted].

The RCMP will continue to participate in any Government of Canada initiatives to strengthen our response to the threat of FAI. This includes addressing the following three RCMP-specific recommendations:

Recommendation 36 - All Royal Canadian Mounted Police officers working in affected communities should receive training about foreign interference, including transnational repression.

Recommendation 37 - The government should ensure that the Royal Canadian Mounted Police is adequately resourced to investigate and disrupt foreign interference activities.

Recommendation 38 - The Royal Canadian Mounted Police should prioritize the recruitment, training and retention of staff with the skill sets required to investigate and disrupt foreign interference activities.

The RCMP will also actively engage with partners on the implementation of numerous other recommendations relevant to the RCMP made by the Hogue commission. An analysis of the full report, its recommendations, and its implications on the RCMP is ongoing.

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HOT ISSUE – HATE CRIMES**Issue**

There has been an increase in the number of police-reported hate crimes and incidents over the past several years. This, combined with the current polarizing socio-political climate – manifested in a number of protests and demonstrations across the country over the past year – has generated a significant amount of attention on hate crimes and the issue of social cohesion from all levels of government, the public, and the media.

Background

Hate crimes are a criminal offence committed against a person or property that is motivated in whole or in part by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity or expression, or on any other similar factor. Hate incidents may be motivated by the same factors as hate crimes but are different in that they do not reach the threshold of being criminal offences. Often, hate incidents involve verbal abuse or offensive statements—including the use of racial slurs. Hate-motivated crimes and incidents both have widespread negative impacts on individuals and communities.

The investigation of hate crimes and incidents falls under the mandate of the local police of jurisdiction where the activities take place. Policing resources dedicated to investigating hate crimes and supporting victims, families and the broader community vary greatly across jurisdictions.

The RCMP is taking an active leadership role in this space. Since 2022, the RCMP has co-chaired the national Hate Crimes Task Force with the Canadian Race Relations Foundation, which comprises several police services from across the country, as well as representatives from Statistics Canada, academia and provincial Ministries of the Attorney General. Its mandate is to increase awareness of the scope, nature and impact of hate crimes and incidents among police and the public. This includes developing practical tools and solutions in the areas of training, reporting, and victim support, which can be adopted and adapted for use by Canadian police.

The RCMP also established a Hate-Motivated Crimes and Incidents Community of Practice in 2020. This Community of Practice provides a forum for ongoing and regular interaction between the RCMP and other government and law enforcement professionals to discuss and share information and experiences about hate-motivated crimes and incidents, and to stay current on hate crime issues and trends facing Canada at large.

Over the last 12 months, the RCMP has developed and made available to all police services several tools and resources to help combat hate. The RCMP has created a digital repository that provides information on hate crimes, including definitions, laws, statistics, trends, targeted communities, and victims' support. The RCMP has also produced a guidebook for frontline officers and investigators that provides practical guidance on the police response. Finally, a

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foundational training course on hate crimes for law enforcement was established and made available to all Canadian police via the Canadian Police Knowledge Network.

The RCMP chairs a bi-weekly call with chiefs of police from multiple jurisdictions across the country to discuss and share information on hate crimes. This initiative has been in place since late 2023.

The RCMP also has a national operational policy on hate-motivated crime to prompt investigators to become more familiar with community resources that can provide support to victims of these crimes. Community policing, including community outreach and engagement, is an important part of preventing and addressing hate-motivated crimes.

Funding received in Budget 2024 under Canada's Action Plan on Combatting Hate will be used to enhance the RCMP's response to hate crimes, including strengthening both foundational and specialized training, as well as policy development and research to support the RCMP and all police services.

Next steps

The RCMP will continue to work collaboratively with policing partners and stakeholders to combat hate crimes and incidents. This includes continuing to work with the Special Envoy on Preserving Holocaust Remembrance and Combatting Antisemitism and the Special Representative on Combatting Islamophobia to develop training and awareness tools for RCMP employees.

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HOT ISSUE – VIOLENT EXTREMISM**Overview**

Violent extremism (VE) describes the beliefs and actions of people who support or use violence to achieve extreme ideological, religious or political goals. The Government of Canada (GoC) has adopted the terms “religiously motivated violent extremism” (RMVE), “ideologically motivated violent extremism” (IMVE) and “politically motivated violent extremism” (PMVE) to more accurately describe threat actors who are motivated by a range of grievances and ideas.

The VE threat environment is highly individualized. Often, individuals act without a clear affiliation to an organized group, other threat actors, or external guidance, although their nuanced ideologies are often shaped by the echo chambers of hate, terrorist propaganda, and other rhetoric online that normalizes, glorifies, and/or encourages violence. Threat actors tend to draw inspiration from a variety of discourse including books, images, lectures, music, online discussions, videos, and conversations.

The RCMP’s Federal Policing Program has a mandate to investigate and prevent VE-related criminal activity that rises to the level of a national security threat. If evidence is uncovered during an investigation that suggests a national security nexus, police of jurisdiction are instructed to contact the applicable RCMP Integrated National Security Enforcement Team (INSET) or National Security Enforcement Section (NSES). Where applicable, the RCMP and its law enforcement partners, with the consent of the Attorney General, can lay charges for terrorism offences under the *Criminal Code*. For the RCMP to lay charges for terrorism offences, it is necessary to gather sufficient elements, including evidence to demonstrate that the offence was committed—in whole or in part—for an ideological, religious, or political purpose, objective or cause. There must be objective evidence to support this motive.

Violent extremism is on the rise worldwide and constitutes a prominent national security threat. Since 2014, there have been 18 violent extremist attacks in Canada. Canadian police have foiled six terrorist plots in the last 12 months alone, with arrests spanning from Edmonton to Ottawa to Toronto. Between April 1, 2023, and March 31, 2024, 83 charges have been laid against 25 accused; 7 of those being young people, demonstrating a prevalence of investigations involving young persons. Eight terrorism peace bonds were also issued. 58% of the charges were related to IMVE, which includes anti-authority, xenophobic, gender-driven, and other types of violent extremist views. Overall, the RCMP has seen a 766% growth in National Security charges laid since 2018.

More broadly, the Government of Canada continues to use existing national security tools to combat violent extremism, including criminal investigations, with a view to supporting criminal charges where appropriate. Where criminal charges cannot be laid, the RCMP has a number of other tools, policies and programs available to respond to the violent extremist threat, including preventative and disruptive measures such as interviews, community engagement and outreach

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initiatives, as well as Terrorism Peace Bonds. This is in addition to leveraging non-terrorism charges such as hate propaganda, property crimes, etc.

In 2023, RCMP Federal Policing (FP) completed an IMVE Strategy providing significant insight into the RCMP's current posture with respect to its ability to identify and take action against these threats. Further, the Strategy identifies areas where additional capabilities and capacity are warranted to support investigative and enforcement measures. FP is currently in the process of working with numerous business lines across the RCMP to implement the recommendations from that Strategy, as well as with other government partners to seek resources and tools required to effectively investigate this complex form of criminality.

Strategic Considerations

[redacted] viewed as a critical step in enabling the RCMP to identify potential threats early on, particularly amongst youth. Identifying threats earlier in the continuum would allow the RCMP to leverage intervention programs and facilitate work with organizations aimed at de-radicalization (such as the Canada Centre). Earlier identification of threats would also allow the RCMP to identify targets for further investigation, gather evidence, and lay charges against these individuals.

Augmenting law enforcement capability to collect intelligence in the online space and undertake investigations would significantly reduce Canada's dependence on foreign information. [redacted], it is imperative that the RCMP and its intelligence partners have the tools and resources necessary to independently identify threats earlier in the continuum. For threats without a Canadian nexus, information can be passed to partners, particularly those within the Five Eyes intelligence community, allowing Canada to demonstrate its value and reducing the perception that Canada is a 'net importer' of intelligence information. Further, an augmented online presence would allow the RCMP to identify potential national security threats before they enter Canada, providing the RCMP with the capacity to play an expanded role in "pushing the border out."

Next Steps

The RCMP continues to work with other Government of Canada partners, particularly Public Safety, who is leading work on providing recommendations to Ministers that would put departments and agencies within the Government in a position to effectively combat the growing threat posed by violent extremism.

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HOT ISSUE – ASSAULT-STYLE FIREARMS COMPENSATION PROGRAM**Issue**

To provide an update on the RCMP's operational readiness on the Assault-Style Firearms Compensation Program (ASFCP), formerly referred to as the Buyback Program, being led by the Department of Public Safety (PS) Canada.

BackgroundProhibition of Assault-Style Firearms

On May 1, 2020, the Government of Canada banned roughly 2,000 makes and models of assault-style firearms (ASFs). On December 5, 2024, the Government prohibited an additional 324 makes and models with the same technical characteristics as those prohibited in 2020.

An Amnesty Order is in effect until October 30, 2025, for the ASFs prohibited on May 1, 2020, and December 2024.

On March 7, 2025, the Government announced the prohibition of an additional 179 unique makes and models deemed not suitable for hunting or sport shooting and exceeding safe civilian use. Owners of these prohibited ASFs are protected by an Amnesty Order until March 1, 2026.

Since May 2020, there are approximately 2,500 makes and models of ASFs that have been prohibited in Canada. These ASFs will be eligible for compensation under the ASFCP during various stages of the Program's implementation.

ASFCP Business Collection

The Business Collection Phase was launched on December 6, 2024. Businesses may now turn in affected firearms prohibited on May 1, 2020.

The RCMP and police of jurisdiction are not involved in the collection of ASFs from businesses. The RCMP's Canadian Firearms Program is supporting PS through the issuance of notifications to businesses across Canada and providing second level technical validation.

ASFCP Individual Collection

[redacted].

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[redacted].

ROYAL CANADIAN MOUNTED POLICE**HOT ISSUE - RECRUITMENT AND RETENTION****Overview**

- Labour market challenges, perceptions about policing, and issues reported in the media have impacted the RCMP's ability to recruit Regular Members (RM) to meet the demands placed on RCMP contract, federal, and specialized policing services.
- To address these challenges, the RCMP has undertaken a number of initiatives to increase recruitment levels, including offering applicants the choice of the division they would like to go to (subject to operational requirements), streamlining the application process, hiring more experienced police officers, and developing a national advertising campaign.
- The RCMP is seeing progress but there is a lot of work that remains to be done.
- In 2024-25, 895 cadets graduated from the RCMP Cadet Training Program at Depot, an increase of 14.6% above the 10-year average. As a result of focused recruitment efforts, interest in becoming a Regular Member at the RCMP has increased significantly with over 20,000 applications received that year. The RCMP is processing applicants as quickly as possible with a view to graduating up to 1,200 cadets this year. In addition, the RCMP welcomed 166 Experienced Police Officers (EPO) to its ranks over the course of 2024-25.

Strategic Considerations

The RCMP comprises roughly 32,600 employees (approximately 19,100 RMs, 11,000 Public Servants, and 2,500 Civilian Members), and like other police organizations, is facing challenges in recruiting qualified applicants.

Recruitment and retention remain a top priority for the RCMP, and we are committed to filling the vacancies across the organization and retaining our police officers. Our goal is to ensure we are hiring and developing the talent needed to support the evolving nature of policing at large and in the communities that we serve.

Provinces and territories are intensely interested in our vacancy rates and the RCMP's ability to recruit and retain RMs.

The RCMP's Cadet Training Program is currently funded to support 40 troops of 32 cadets per year. To overcome the attrition rates and stabilize our RM workforce, the RCMP has projected the need to graduate 50 troops of 32 cadets until the end of the contracts with provincial, municipal, and territorial partners in 2032.

In addition, the value of the allowance paid to cadets during their training—the Cadet Recruitment Allowance (CRA)—has eroded and is lower than the minimum wage of every province and territory as well as compensation offered to trainees at other Canadian police

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services. The RCMP is well positioned to implement in the near term the Government's commitment to increase pay for cadet recruits, which will greatly enhance the RCMP's ability to attract and retain qualified candidates throughout their 26-week training period at Depot.

As the RCMP renews its commitment to reconciliation, and polices Indigenous communities across Canada, we continue to prioritize engagement and recruitment of First Nations, Inuit and Métis Peoples.

A mentorship program to support First Nations, Inuit and Métis applicants and eliminate possible barriers in the application process is being developed and piloted with the plan to eventually encompass all applicants.

The RCMP continues to modernize its recruitment approach to address barriers so that women, Indigenous, Black, other racialized groups, as well as other equity-deserving groups are successful in the application process.

Residency thresholds for Permanent Residents have been changed to attract diverse candidates to allow Canada's growing immigrant population to apply and build a workforce reflective of the public we serve.

Next steps

- To address recruitment challenges, remain competitive, and attract high calibre and diverse applicants, the RCMP will continue to enhance our recruiting strategies, and promote the RCMP as an employer of choice.
- In 2025-26, the RCMP plans to roll-out a new national advertising campaign for recruitment, the first since 2019.
- The RCMP will also pursue funding to both increase the Cadet Recruitment Allowance and its overall funding allocation to recruit and train cadets at Depot.
- To complement these recruitment initiatives, the RCMP has also prioritized retention to enhance career progression, foster an inclusive workplace culture, and strengthen leadership accountability. This approach aligns with our broader organizational objectives and reinforces our commitment to meaningful and sustainable change.

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HOT ISSUE - CONTRACT RENEWAL**Issue**

To provide an update on the work underway to support the renewal of the *Police Service Agreements* that govern the provision of policing services to provinces, territories and municipalities from the RCMP Contract Policing Program.

Background

The current *Police Service Agreements* with provinces, territories, and municipalities expire on March 31, 2032. Overall, Canada and the RCMP derive a range of benefits from the contract policing model, including:

- The provision of high-quality, standardized, front-line policing services across the country that is supported by a national resource footprint, a depth of expertise, and economies of scale throughout the country.
- Improved interoperability and intelligence flow by having direct connections through municipal, provincial, territorial, national, and international policing, which is critical to effective modern policing and public safety.
- Clearer opportunities to promote Canadian sovereignty through the RCMP presence across Canada, including in the Arctic, in isolated communities, and at Canada's borders between official points of entry.
- The ability to redeploy fully trained RCMP members to respond to federal emergencies and/or provide security for major events such as the response to Freedom Convoy 2022, the 2010 Olympics, the 2022 Papal Visit, or G7/G20 summits.

Over the course of 2023, Public Safety Canada and the RCMP completed an assessment of the Contract Policing program, in consultation with provinces, municipalities, Indigenous communities and other key stakeholders. A *What We Heard Report* was published by Public Safety Canada in May 2024. The report summarized the views and input of participants on the current state of the program, including identification of areas for potential improvements within four key themes: governance and accountability; program sustainability and cost; service delivery; and long-term vision.

The feedback collected through the consultations was varied across jurisdictions and levels of government; however, the vast majority of partners highlighted:

- General satisfaction with the RCMP, recognizing policing expertise and the critical work of front-line members;
- Concern with the number of vacancies (hard and soft) and in the RCMP's ability to address recruitment challenges;

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- The critical value of strong and ongoing communications and engagement with contract partners;
- The challenging fiscal context and need to contain policing costs; and
- The need for clear communication from the Government of Canada with respect to the future of the Contract Policing program as policing is an essential service.

In May 2024, the former Minister of Public Safety sent correspondence to his provincial and territorial counterparts outlining work that was underway to strengthen the RCMP's Federal Policing Program, wherein there was an expressed commitment to work with provinces and territories on the renegotiation of the agreements that support front line policing in their respective jurisdictions beyond 2032.

This commitment was called into question in March 2025, with the Government of Canada release of a paper entitled, *A New Vision for Policing Canada: Modernizing the RCMP*, which called for a transition away from contract policing and the development of alternative policing models through engagement with provinces, territories and Indigenous communities. It is anticipated that jurisdictions will seek to clarify this position as soon as possible given implications for their jurisdictions and policing in Canada. The RCMP was not substantively consulted on the paper.

The RCMP works collaboratively with all contract jurisdictions to ensure the contract policing model meets community needs and to ensure that Canada continues to benefit from fully integrated, accountable and professional policing services delivered by the RCMP across Canada.

From an RCMP perspective, contract renewal provides a critical opportunity for all jurisdictions to consider how to strengthen the contract policing model, address areas of concern, and advance changes that respond to future needs.

Advancing this work is a key priority for the RCMP given the scope of our contract policing responsibilities, that is to say essential front-line service in communities across the country. Changes are needed in a number of areas (e.g., to improve sustainability, increase flexibility, better manage transitions, improve RCMP capacity to manage the program), which will take time to develop and negotiate with jurisdictions.

Next Steps

- The RCMP is ready to brief at the earliest opportunity on its work to strengthen the organization and proposals for broader reforms including work with jurisdictions on a renewed, sustainable contract policing model.
- The RCMP will also continue to support jurisdictions transitioning to their own police services (see Tab 3i, Police Transitions), while incorporating lessons learned from the transition process to inform the future of the program and contract renewal.

HOT ISSUE – POLICE TRANSITIONS

Issue

Contract policing jurisdictions are increasingly exploring options with respect to the delivery of policing services, with some choosing to transition their service delivery away from the RCMP to other independent police services. A number of police transitions are currently underway and will require careful management to advance to conclusion.

Background

The RCMP provides policing services under contract to all provinces and territories (except Ontario and Quebec) and approximately 150 municipalities. These services are provided through 20-year Governor-in-Council approved Police Service Agreements (PSAs) between the federal government and the relevant jurisdiction. These agreements include provisions to allow jurisdictions, with notice, to change the scope of RCMP service provision, or to end the agreement and terminate RCMP's policing services. Until recently, these provisions have not generally been used to change service providers or replace the RCMP with new independent policing services.

The RCMP respects the choices of provinces, territories and municipalities about how to best meet their policing needs, and understands jurisdictions are examining their policing models for a range of reasons (e.g., cost, alignment and/or integration with social or other community safety resources, adjusting local governance and responsibilities).

That said, police transitions are challenging to plan and implement. There is no framework for the management of transitions and no domestic comparators for the transition of mature policing services. The PSAs are largely silent on transitions (e.g., contain nothing on operational handover, or transfer of police investigations and files), broader federal legal frameworks must be respected (e.g., *RCMP Act*, privacy, labour relations, archives, *Crown Surplus Assets Act*), and essential policing services must be maintained throughout the transition.

Transitions to new police services, in particular, present unique challenges. Provincial governments are responsible for the assessment of readiness of the other police service to become the police of jurisdiction. Parties have different expectations and understanding of what is possible during a transition (e.g., transitions are not mergers) and limited understanding of the nature and volume of the work required. This work is incremental to ongoing operations, requiring dedicated capacity in areas such as planning, human resources, transfer of files and exhibits, assets, facilities, IM/IT, and enabling instruments.

Transitions require careful management and significant resources in both national headquarters and in the RCMP's divisions (e.g., provincial or territorial services) to ensure stability of policing operations, public and officer safety, and workplace well-being. There is a need to effectively manage and share risk throughout police transitions to ensure that Canada and the RCMP do

ROYAL CANADIAN MOUNTED POLICE

not unduly absorb increased risks alone. Strong internal and external communications are also required to help manage what can be a charged change process, particularly in the context of local elections where transition cost and progress can become a public issue.

At this time, there are two significant police transitions underway from the RCMP to new independent municipal police services, as well as a number of smaller geographic boundary changes that shift portions of the RCMP's service area to other existing provincial or municipal police services as outlined below. These transitions entail a significant amount of work, requiring dedicated RCMP resources to manage and oversee the transition process, appropriately mitigate risks and issues, and confirm adherence to relevant federal legal and policy frameworks

- Surrey, British Columbia (BC): Completion of the transition of an RCMP municipal detachment of more than 700 Regular Members to the new Surrey Police Service, who became the municipal police of jurisdiction on November 29, 2024. The RCMP Provincial Police Service is providing significant temporary assistance to the new service by continuing to police significant areas of Surrey while the new service increases its capacity (and the RCMP demobilizes/withdraws). To do so, a number of unique agreements have been put in place, including a memorandum of understanding (MOU) between Canada and BC that outlines a two-year goal for the completion of the transition (by November 29, 2026) and the requirement for parties to develop a plan to conclude the transition.
- Grande Prairie, Alberta: Transition of an RCMP municipal detachment of approximately 100 Regular Members to the new Grande Prairie Police Service further to a request from the City of Grande Prairie to terminate their police service agreement on March 30, 2026. This transition is still in the early stages and it is anticipated that the municipality will soon seek to extend the termination date. There is a MOU between Canada and Grande Prairie that provides for the new police agency to build its capacity by assigning officers into the RCMP detachment from the bottom up under RCMP Command and allowing RCMP to gradually demobilize.
- Completion of geographic boundary changes in Western Newfoundland (to the Royal Newfoundland Constabulary) and New Brunswick (to various police services following local governance reforms changing local government boundaries), as well as current and anticipated changes for transitions to Self-Administered Indigenous police services under the First Nations and Inuit Policing Program (e.g., Manitoba, Alberta).
- The RCMP is working closely with Public Safety Canada, who manages the PSAs, and other parties to advance the work required to complete these transitions. A key issue in both Surrey and Grande Prairie is the capacity of new police services to recruit and retain frontline officers given intense labour market competition for new and experienced police officers across the country. Together with a lack of clear transition timelines and

ROYAL CANADIAN MOUNTED POLICE

expectations of continued RCMP support to the new services, the RCMP is constrained in its ability to demobilize and redeploy current employees to other areas of need.

Next Steps

Continue to advance planning and implementation of transitions underway with other parties to support a safe and orderly transition of police services.

Support the development of overall transition framework with Public Safety Canada and other government departments to provide for improved management of transitions moving forward.

RCMP - GRC

FINANCIAL OVERVIEW

TRANSITION BRIEFING FOR MINISTER

APRIL 2025



Purpose

- A high level overview of the RCMP's:
 - **Financial Framework**, including complexities that impact on RCMP operations; and,
 - **2024-25 Authorities with Supplementary Estimates B.**

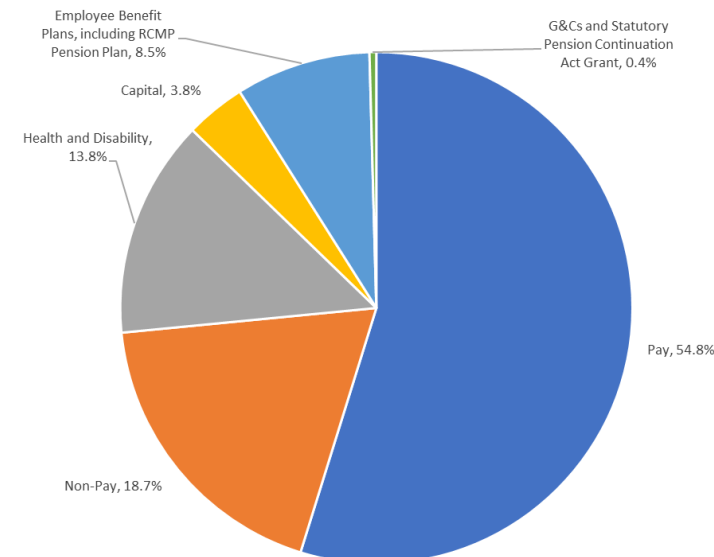


Composition of RCMP's Budget - 2024-25 Mains Estimates (\$M)

2024-25 Main Estimates

	Amount (\$, millions)	Share (%)
Pay	3,786	54.79%
Non-Pay	1,290	18.67%
Operating	5,076	73.46%
Health and Disability	952	13.78%
Capital	263	3.80%
Employee Benefit Plans, including RCMP Pension Plan	590	8.53%
G&Cs and Statutory Pension Continuation Act Grant	30	0.43%
Capital, EBP, G&C and Statutory Benefits	882	12.76%
Total Resources (Gross Planned Spending)	6,910	100.00%
Revenue	(2,063)	
Net Appropriations (Net Planned Spending)	4,848	

Composition of Funding by Input Factor



- As a result of its large scope of operational needs and geographical footprint across Canada, the RCMP has one of largest organizational budgets in the Federal Government.



Important Characteristics of RCMP Funding

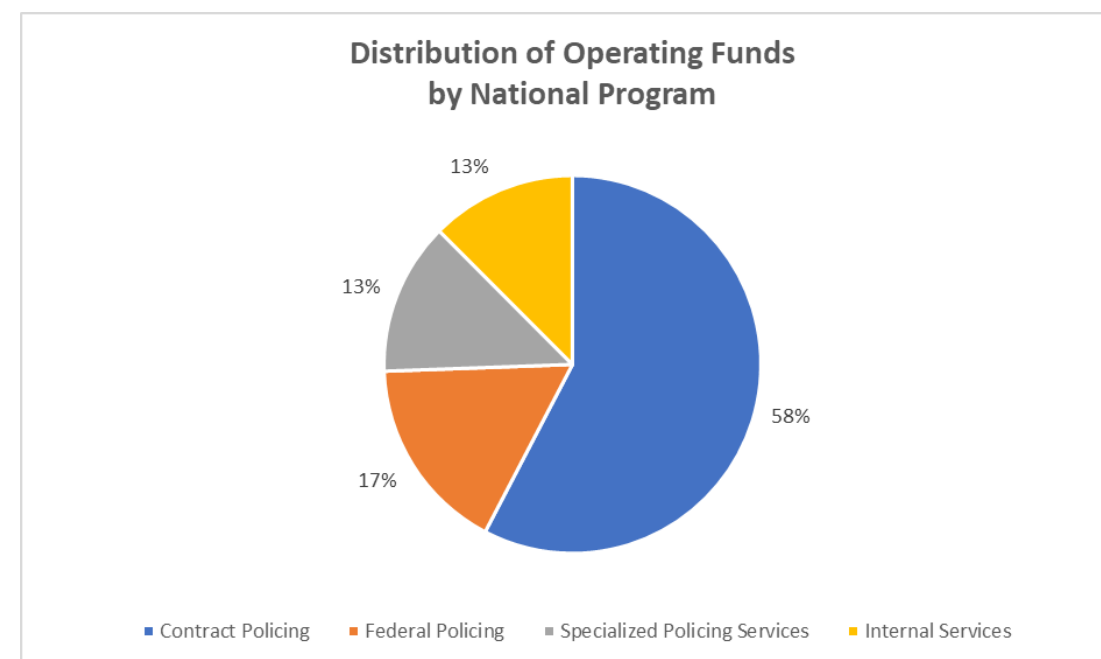
Funding Structure (Main Estimates 2024-25)		
Recoveries	Regular Operational Allotment \$2.2B	Pay - 74.3% Federal/Specialized Policing Services/Corporate
		Non-Pay - 25.7% Federal/Specialized Policing Services/Corporate
	Contract Policing Special Purpose Allotment \$2.9B	Pay - 75.3% Contract Policing
		Non-Pay - 24.7% Contract Policing
Recoveries	Other Special Purpose Allotments \$65.1M	Peacekeeping - 45.2%
		Radio Projects - 14.8%
		Federal Cyber - 28.2%
Recoveries	Health & Disability Vote \$952.1M	Disability Pension - 78.7%
		Member Health - 21.3%
	Capital \$262.6M	Regular Allotment - 38.5%
		Contract Policing Special Allotment - 57.3%
		Other Special Allotments - 4.1%
Recoveries	Grants & Contributions \$24.8M	Regular Allotment - 100.0%
		Special Purpose Allotments - 0.0%

- The RCMP has a complex funding structure, consisting of various votes and allotments, as well as vote-netted and non-responsible revenue authorities.
- The RCMP has Regular Member (RM) Health Benefits included in its funding, as the only employer of Regular Members in the Government of Canada. This type of expenditure is not present in most departments, as public service health benefits are typically managed by the Treasury Board Secretariat.
- In 2024-25, the RCMP created a new vote for Health and Disability expenditures (taken from G&C and Operating).
- The RCMP is also one of the largest asset holders in the government. The diverse Real Property portfolio includes a number of special purpose buildings spread across Canada.



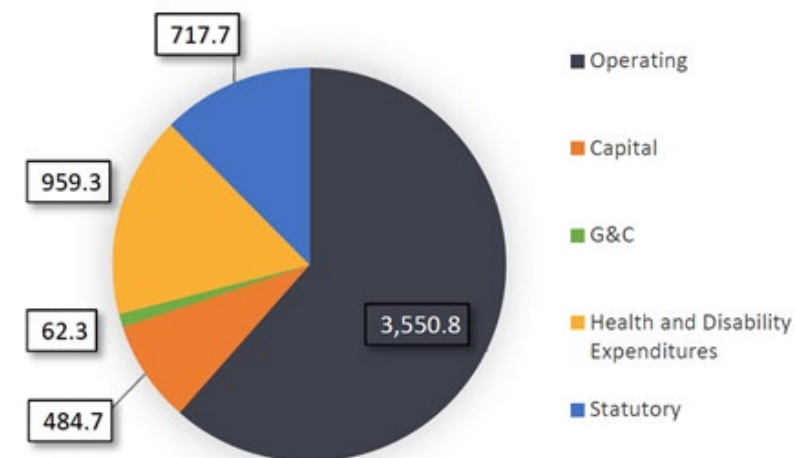
Operating Vote Funds by Program - 2024-25

	in \$ millions	%
Operating Vote Funds by National Program		
Gross Main Estimates	6,910	
Less: Non Operating Vote Funds		
Employee Benefit Plans	590	
Grants & Contributions	30	
Capital	263	
Health and Disability	952	
Total Non Operating Vote Funds	1,834	
Operating Vote Funds	5,076	
Contract Policing	2,927	58%
Federal Policing	851	17%
Specialized Policing Services	663	13%
Internal Services	635	13%
Total Operating Vote Funds	5,076	
Pay	3,786	75%
Non-Pay	1,290	25%
Total Operating Vote Funds	5,076	



2024-25 Authorities with Supplementary Estimates B

	Authorities to Date (\$M)	Transfers (\$M)	Adjustments (\$M)	Supplementary Estimates B Total (\$M)	Proposed Authorities to Date (\$M)	Change (%)
Vote 1 – Operating expenditures	3,105.2	73.9	371.6	445.5	3,550.8	14.3%
Vote 5 – Capital expenditures	345.5	0.3	138.8	139.2	484.7	40.3%
Vote 10 – Grants and contributions	24.8	-	37.4	37.4	62.3	150.7%
Vote 15 – Health and Disability Expenditures	952.1	-	7.2	7.2	959.3	0.8%
Total Voted	4,427.7	74.2	555.1	629.4	5,057.0	14.2%
Total Statutory	626.0	-	91.6	91.6	717.7	14.6%
Total Budgetary Expenditures	5,053.7	74.2	646.7	721.0	5,774.7	14.3%



RCMP - GRC

CONTRACT POLICING – POLICE SERVICE AGREEMENTS, COST RECOVERY FRAMEWORK, AND FUNDING MODEL

TRANSITION BRIEFING FOR MINISTER

APRIL 2025



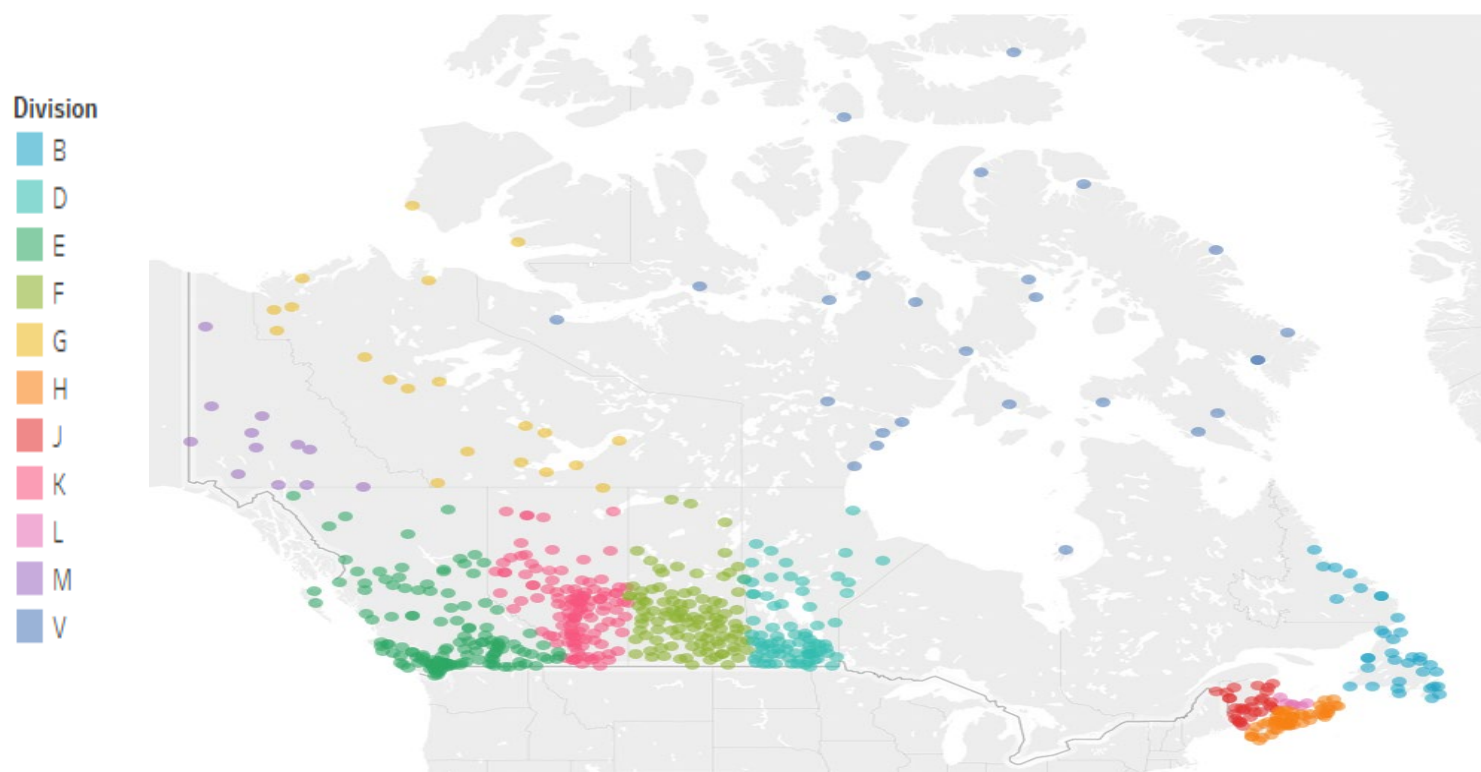
Objective

- To provide the Minister with background on:
 - The existing Policing Service Agreements (PSAs)
 - Contract Policing Cost Recovery
 - The RCMP's Contract Policing Funding Model



Overview - Contract Policing Program

Under Section 20 of the RCMP Act, which allows the Minister to deliver policing services to Provinces and Municipalities, the RCMP delivers front-line policing to approximately 75% of Canada's geography and 22% of its population



- 8 provinces (except Ontario and Quebec), 3 territories, with approximately:
 - 150+ Municipal Agreements (varies)
 - 140 Community Tripartite Agreements (CTA)
 - 700 Contract Detachments
- In 2023-24:
 - 16,800 FTEs support Contract Policing (53% of Total FTEs)
 - 14,000 Regular Members support Contract Policing (73% of Total RMs)



Policing Service Agreements (PSAs)

- PSAs are bilateral, virtually identical agreements negotiated between Canada and contract jurisdictions (provinces, territories and municipalities), and were signed in 2012 with a 20-year term (expiring March 31, 2032). They include a 2-year notice of termination clause.
- The PSAs outline the main elements of program delivery and management, including:
 - **Eligible expenditures** (i.e., what is billable to partners) and the **cost-share ratio**
 - Article 11: Basis of Calculation of Payment – in certain cases, such as for rates, the PSAs are prescriptive, and in other cases, items were negotiated out or at fixed amounts (e.g., Disability, Legal)
 - Level of service (FTE / Budget)
 - Dispute resolution
 - Accommodations and capital investments
 - Engagement and consultation with contract jurisdictions



Overview – Roles and Responsibilities

- **Federal Minister of Public Safety** is the program authority and signatory to the PSA; RCMP is the service provider
- **Public Safety Canada** is the program authority responsible for:
 - Providing strategic policy advice to the Minister
 - Negotiating, interpreting and administering the PSAs
 - Managing the relationship between RCMP (service provider) and Provinces/Territories/Municipalities (contract jurisdictions), including chairing the Contract Management Committee (CMC)
- **RCMP**
 - Day-to-day delivery of policing services
 - Engagement of contract jurisdictions on local priorities and nature of policing
 - Consultation on issues that may impact **governance, cost, quality or capacity** of service
 - Internal management of the service and national programs and/or services (e.g., Depot, recruiting, maintenance of Real Property, billing, etc.)



Overview – Governance and Accountability

- **Provincial/Territorial (PT) Minister or Municipal CEO**
 - Has responsibility with respect to the administration of justice and law enforcement
 - Sets the objectives, priorities, goals and budget
 - Determines the level of police services (number of Regular Members)
- **RCMP Commanding Officer** implements the objectives, priorities and goals
- Internal management of the RCMP remains under the control of the **Commissioner**
- **Contract Management Committee (CMC)** provides a forum for information sharing to foster timely consultation and collaboration on any issue that will or may affect the **governance, cost, quality or capacity** of the service or RCMP national programs (e.g., Depot)
- Consultations are ongoing between the RCMP and contract jurisdictions on matters such as: levels of service, finances, present/future pressures, and operational requirements



Other Key Elements of the PSAs

- Article 2: Duties performed by RCMP
- Article 4: Geographic inclusion/exclusion from RCMP responsibility
- Article 5: Approval of Division / Region Administration positions
- Article 7: Selection of senior positions in the Service (CO, Crops, Deputy Crops, Detachment Commander)
 - Includes ability for PTM to seek removal of person in these positions
- Article 9: Emergencies and Special Events provisions to facilitate movement of RMs between jurisdictions
- Article 11: Financial calculations
- Article 12: Accommodations
- Article 18: Multi-Year Financial Planning requirements
- Articles 19, 20: Directed and Bilateral reviews of the service
- Article 21: Contract Management Committee
- Article 23: Disputes



Cost Recovery Framework per the PSAs

- Canada cost-shares RCMP police services with contract jurisdictions. The PSAs identify what can be cost shared, primarily based on actual costs. In some cases, a negotiated amount is used.
- Two factors inform cost recovery:
 - **Cost Base:** the items and associated costs negotiated to be included for cost recovery (e.g., RM salaries, recruiting and training). *Further details in slide to follow*
 - **Cost-Share Ratio:** the percentage of total costs paid by contract jurisdictions and the Government of Canada (70/30, 90/10). *Further details in slide to follow*
- Cost-share ratios are based on a policy objective that Canada and PTs mutually benefit from CP
- Amounts billed include eligible expenditures within the PSAs incurred across the RCMP, as well as some other expenditures incurred by the Government of Canada



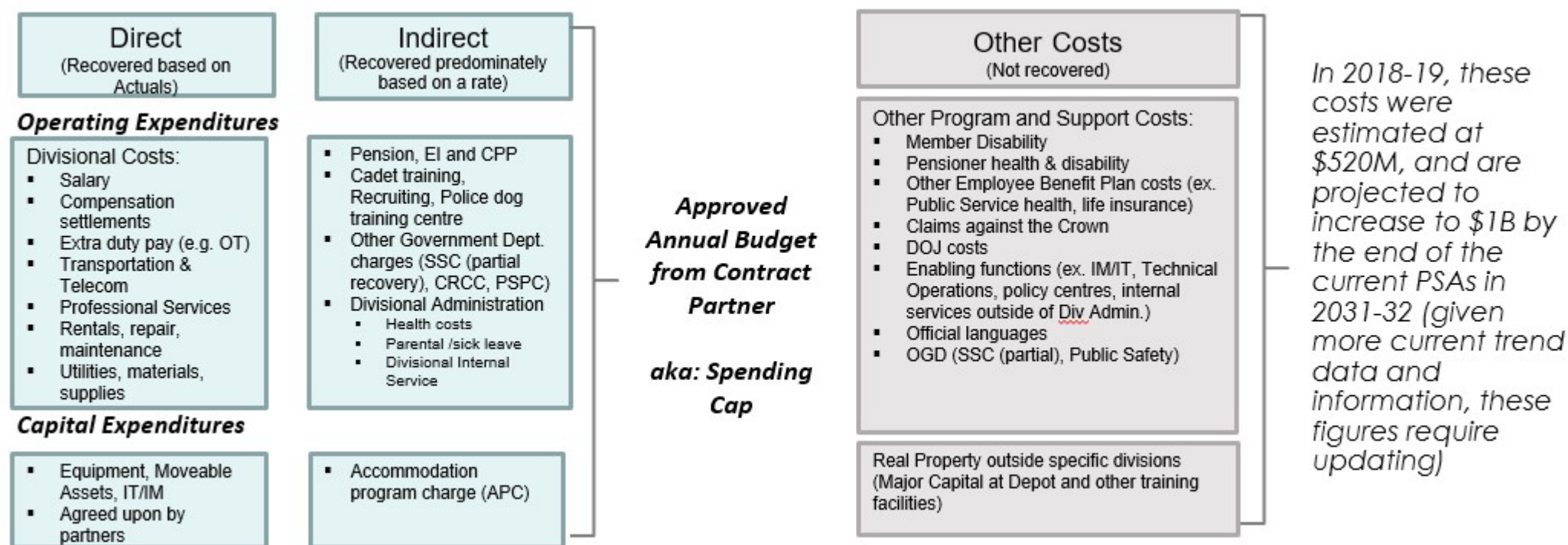
Cost Share Ratio per the PSAs

- Provinces and territories pay 70% of RCMP costs and federal government pays 30% (*current count: 11*)
- Municipalities cost-share is based on population, with one exception:
 - 70% municipal – 30% federal cost-share for municipalities with population of less than 15,000 (*approx. 100*)
 - 90% municipal – 10% federal cost-share for municipalities with population of greater than 15,000 (*approx. 50+*)
 - 100% municipal for new entrants to program (*current count: 1 – Coaldale, Alberta*)
 - TB Policy on *New Entrants to Municipal Policing* with population of between 5,000 – 15,000
- Three airports (Vancouver, Edmonton, and Winnipeg) also use the RCMP to meet Aviation Security Requirements and pay 100%



Cost Base per the PSAs (and Current Challenge)

The PSAs establish the cost base for eligible expenditures that can be charged to contract jurisdictions. The RCMP incurs other costs in support of Contract Policing that are not currently cost shared. These costs that are not part of cost recovery continue to rise, and are part of the current financial challenge for the RCMP and the Federal Government.



Liability rests with the Crown for labour and assets



Contract Policing Quasi-Statutory Funding Model

- The RCMP works with Central Agencies to seek funding to support Contract Policing through a **Quasi-Statutory funding model**, meaning there is recognition that financial requirements are demand-driven, and to an extent, non-discretionary in nature with variability in requirements, resulting in the need for special treatment.
- Specifically, the Quasi-Statutory funding model supports full resourcing of direct costs in the Contract Policing Special Purpose Allotment (CP SPA – funding is restricted to support direct costs only), with a small amount of funding in the RCMP's Regular Allotment where funding is used to support the majority of the RCMP's non-contract mandates (i.e., Federal Policing, Specialized Policing Services, and Internal Services).
- This Quasi-Statutory model allows both periodic resets of reference levels, as well as in-year check-ins to seek funding as required, and for unforeseen requirements.
- The RCMP reset its reference levels in Fall 2024 until the end of the contracts in 2032, however, continuous monitoring and forecasting of requirements, including new investments (e.g., Air Fleet modernization and future investments in technology and operational systems) will be required.



Contract Policing Funding Model - Current Challenges

- The current funding model has been under review, as there are known challenges with the existing model.
- Specifically, while the funding model allows the RCMP to seek funding for direct costs identified under the PSAs, it does not provide sufficient funding for the increasing costs of **enabling programs and hybrid investments** (used for both Contract and non-contract mandates) that support the delivery of contract policing.
- The RCMP must maintain its service delivery to support the CP program and the contractual commitments made to contract jurisdictions. Therefore, it must ensure it is sufficiently funded for **all costs** required to support Contract Policing. Absent sufficient funding, the RCMP must prioritize internally, impacting other mandates, such as Federal Policing.



Summary

- RCMP continues to work with Central Agencies to seek improvements to the funding model.
- RCMP continues to work with Public Safety to support the foundation for future negotiations with contract jurisdictions.

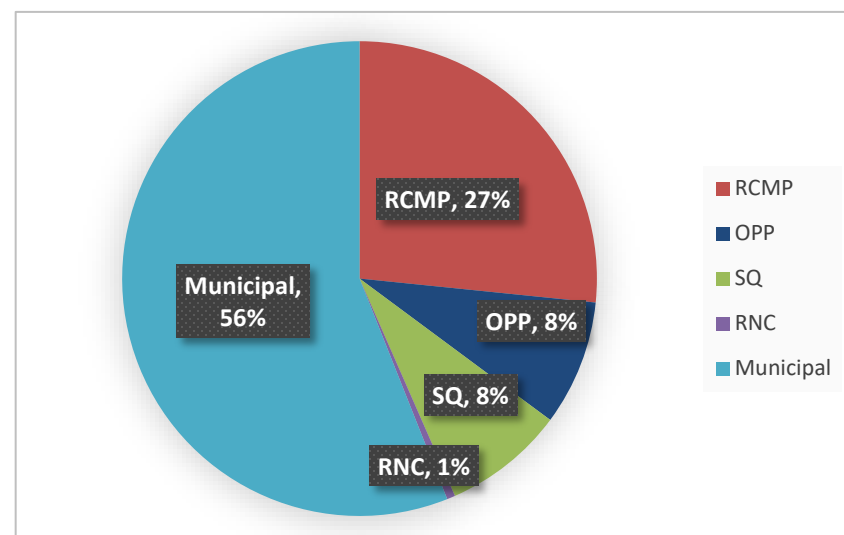


Policing Responsibility in Canada

The policing structure in Canada includes federal, provincial, and municipal organizations

Police Organizations Statistics*

- ▶ There are approximately **71,500** police officers in Canada (178.2 per 100,000 population)
- ▶ **The RCMP:** Approximately 19,100 police officers including:
 - Federal Policing Services: 3,500
 - Contract Policing including Indigenous Policing Services: 14,100
 - Specialized Policing Services: 800
 - Internal Services: 700
- ▶ **Provincial:** Approximately 12,000 police officers across provincial organizations:
 - Ontario Provincial Police (OPP): approximately 6,100
 - Sureté du Québec (SQ): approximately 5,900
 - Royal Newfoundland Constabulary (RNC): approximately 400
- ▶ **Municipal:** Approximately 40,000 police officers across municipal organizations. For example:
 - Toronto Police Service: approximately 5,000
 - Montreal Police Department: approximately 4,400
 - Vancouver Police Department: approximately 1,400
- ▶ **First Nations and Inuit Policing Program:** Approximately 36 self-administered police service agreements, serving 155 communities, and 140 community tripartite agreements, serving 230 communities



Administration of Justice

Canada's federal system divides responsibility for justice between the federal, provincial/territorial, and municipal governments. While each level of policing has distinct roles, ongoing collaboration is critical in areas where overlap occurs

Federal:

Federally, the RCMP is responsible for enforcing federal laws, such as in relation to drug trafficking, organized crime, counterterrorism, and border security

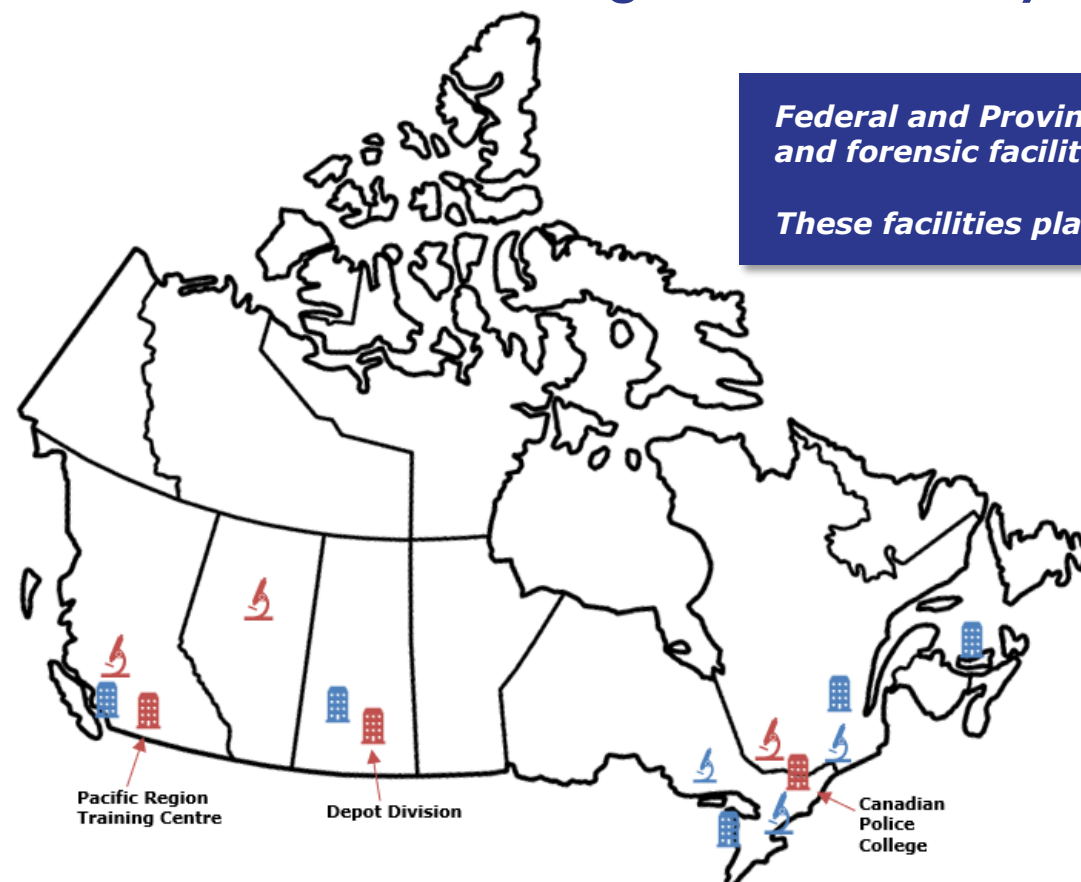
Provinces/Territories:

Jurisdiction includes provincial/territorial laws and regulations as well as enforcing the Criminal Code of Canada. Additionally, provincial police investigate crimes, maintain traffic safety, and provide various support services to local police agencies. Apart from Ontario and Quebec, the RCMP acts as the police of jurisdiction under contract throughout 8 provinces (including in Newfoundland and Labrador, where the responsibility is shared with the RNC), 3 territories, more than 155 municipalities, and over 550 Indigenous communities

Municipalities:

Municipal responsibilities vary by jurisdiction. Municipal police are responsible for maintaining law and order within their jurisdictions, investigating crimes, and providing community policing services such as traffic safety. The RCMP acts as the police of jurisdiction under contract in more than 155 municipalities, and over 550 Indigenous communities

Training and Laboratory Facilities



Federal and Provincial Police organizations use training and forensic facilities across the country

These facilities play a vital role in police services

Legend:

- Major Federal Training Facilities
- Provincial Police Colleges
- Federal Forensic Laboratory
- Provincial Forensic Laboratory

ROYAL CANADIAN MOUNTED POLICE

BACKGROUNDER

BENEFITS OF THE INTEGRATED RCMP POLICING MODEL

Issue

To provide an overview of the key benefits of the RCMP's integrated policing model that are important considerations when evaluating the future state of the organization in advance of the expiry of the current Police Service Agreements (PSAs) in 2032.

Background

As Canada's national police service, the RCMP is represented by more than 19,000 police officers and 13,000 civilian members and public service employees operating in over 700 detachments. The RCMP has three main areas of responsibility:

- **Federal Policing (FP):** Composed of approximately 3,400 Regular Members (RMs), with roughly 71% stationed in Ontario and Quebec, focused on enforcing federal laws related to national security, organized crime, and border integrity;
- **Specialized Policing Services:** Close to 1,000 RMs provide support to the law enforcement and criminal justice communities across Canada through critical police information systems, advanced training, forensic laboratory analysis services, criminal intelligence information sharing, and specialized investigative technological tools; and
- **Contract Policing:** Roughly 14,000 RMs or special constables are engaged in Contract Policing, making up over 75% of the RCMP's strength, and providing front-line policing services through contracts with over 150 municipalities, Indigenous communities, and all provinces and territories (except Ontario and Quebec).

Under the PSAs, costs of providing RCMP contract policing services are shared between contracting jurisdictions and Canada, allowing for economies of scale and efficient distribution of policing services across the country. In addition, the integrated RCMP policing model has a wide range of benefits that support the execution of federal policing responsibilities, and contribute to public safety in Canada, as summarized below:

- **Enforcement of Federal Laws and Border Integrity**
The RCMP's integrated policing model is unique in that, regardless of whether a member is serving under the contract or federal policing mandate, they all have the ability to enforce federal laws. This is especially valuable in remote regions where there are often no federal members present, and along the border where contract members regularly carry out border security activities on behalf of federal policing.
- **Access to Specialized Response and Investigation Services**
The RCMP's integrated policing model ensures that all business lines have access to specialized policing teams like police service dogs, identification services, underwater recovery, and Emergency Response Teams (ERT) for high-risk situations. Further, many

ROYAL CANADIAN MOUNTED POLICE

specialized policing services are cost shared through the contract policing program. As such, the Government of Canada does not bear the full costs of developing, maintaining and deploying these services. For example, approximately 11% of ERT services are cost shared by the FP Program in New Brunswick and Prince Edward Island, but the service is maintained by the contract jurisdictions. Canada covers 100% of the cost when ERT services are deployed in support of FP responsibilities. Canada does not carry the ongoing cost of maintaining this specialized team.

➤ **Federal Emergencies and Events**

The RCMP's integrated policing model enables timely responses to support federal emergencies or major events. The PSAs allow for the redeployment of up to 10% of RMs from each jurisdiction to support federal responsibilities in managing national emergencies or major events, at the Commissioner's request – examples include the Papal Visit, the Summit of la Francophonie, Vancouver Olympics, and the 2022 Convoy. In some cases, Contract Policing resources managing security for major federal events represent nearly half of all deployed RCMP resources (i.e., the 2022 COP15 Summit in Montreal, Quebec).

➤ **Interoperability**

The RCMP's integrated policing model allows officers to work collaboratively in and with communities at all levels of Canadian law enforcement. By integrating municipal, provincial, and federal programs, the RCMP achieves unparalleled interoperability, enhancing Canada's intelligence-gathering capabilities, and ensuring seamless collaboration during multiagency operations.

➤ **Recruitment, Staffing and Policing in Rural and Remote Locations**

The RCMP is a nationally and internationally recognized organization with diverse career paths, which can be an important draw for some candidates and experienced officers. RCMP's integrated model allows members to develop skills that are invaluable across RCMP business lines. Varied officer experiences also prepare them for international postings, supporting the RCMP's global presence and image. The RCMP's rotational deployment model ensures a cost-effective solution for policing rural and remote regions lacking the capacity to establish their own services.

➤ **Scale and Scope**

The scale of the RCMP's operational footprint supports the development of specialized capabilities like Chemical, Biological, Radiological, and Nuclear response teams that would be too costly for smaller police services and jurisdictions. It also produces savings from bulk purchases of equipment like vehicles and equipment. Further, the RCMP's expanded real property and radio network across Canada support all business lines with access to shared facilities and equipment.

➤ **Advancing National Policing Standards**

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The RCMP's integrated model helps advance federal public safety policy goals, such as the implementation of national drug impaired driving training and policies to support cannabis legalization. More broadly, the RCMP's national presence allows it to exercise national leadership in advancing policing standards across the country and raising the level of quality of policing that is provided to communities that would not otherwise be able to sustain local police services.

➤ **Symbolism and Canadian Heritage**

The RCMP's national policing presence also contributes to Canadian Heritage through events like the Musical Ride and citizenship ceremonies. Mounties in red serge hold a place of pride in many local, national and international events.

Next Steps

Work is underway to assess potential considerations with respect to the RCMP's integrated model as work advances to strengthen the organization (e.g., Federal Policing Transformation, renewal of the Police Service Agreements) and to manage police transitions where jurisdictions decide to replace the RCMP as their policing service provider. Additional information can be provided upon request.

ROYAL CANADIAN MOUNTED POLICE

**BACKGROUNDER
FEDERAL POLICING PROGRAM****Overview**

As the federal police force of Canada, the RCMP has a unique and distinct role among the Canadian policing community. The Federal Policing program employs approximately 5,000 people across Canada and abroad (regular members, civilian members and public servants), and as, defined by the *RCMP Act*, is mandated at the federal level to:

- enforce federal laws, secure Canada's borders, collect and operationalize criminal intelligence, and ensure the safety of critical infrastructure;
- investigate criminality related to national security, domestic and transnational serious and organized crime, financial crime and cybercrime;
- ensure the safety of Internationally Protected Persons and other designated persons, significant national or international events, and designated protective sites;
- provide specially trained RCMP officers on board selected Canadian-registered aircraft; and
- leverage international partnerships for domestic operational advantage, while investing in international law enforcement capacity building and international peace operations.

This mandate gives the RCMP the responsibility to tackle the highest level of criminal threats and contribute to the safety and security of Canada, Canadians and Canadian interests both at home and abroad. Close working relationships with international and domestic (provincial/territorial and municipal police services) law enforcement and partners through Joint Force Operations, or other integrated units, are critical to success.

The Federal Policing program is facing an increasingly complex criminal environment. It is responding to rising cybercrime and money laundering operations, both of which support organized crime and an increasing range of national security threats, including growing violent extremism, hostile activity by state actors and foreign actor interference. These types of criminal threats tackled at the federal level are increasingly transnational, include online harms to both children and adults, and investigations are resource intensive.

Emerging technology, social media, encryption, growth in cryptocurrencies, advances in artificial intelligence, the ease of flow for goods and people across borders, changing Canadian demographics, and a shifting global geopolitical landscape (among other factors) are converging and increasing the complexity of criminal investigations.

These factors are shifting the very nature of police work, especially in the Federal Policing world. Competing priorities, combined with limited resources, have forced Federal Policing program areas to reactively divert resources to priority threats as they emerge, to the detriment of proactive posturing (e.g. violent extremism resources shifted to address foreign interference – and now border security). Together with competing demands for more police by contract

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jurisdictions who have an agreement with the federal government, they have set in motion a growing chasm between the RCMP's capabilities and capacity to deliver on its federal mandate. Addressing these challenges will require continued modernization efforts, new ways of performing Federal Policing work, including embracing technology in support of improved operational performance, and finding, developing and retaining the right talent, as well as prioritization and sound risk assessment. It will also require significant investment.

Strategic Considerations

Federal Policing is aiming to become a forward-leaning and well-equipped program that can execute its mandate to protect Canadians against the greatest domestic and international threats. To deliver effectively on its federal mandate, the RCMP will need to overcome significant challenges in several inter-related areas:

- *Increasing Priorities and Expectations* – Internal and external reviews have documented the importance of the RCMP's federal mandate while raising significant concerns about the RCMP's ability to deliver on its mandate. The collective impact of changes in the criminal environment noted above, new government priorities, and the expectations of partners and stakeholders have stretched the organization beyond its current capabilities and capacity. The RCMP cannot continue to effectively deliver on the full breadth of its federal mandate without addressing significant resourcing challenges.
- *Recruitment and Building Specialized Expertise*: Effective policing across the RCMP's federal mandate requires Federal Policing-specific training and skills. This is in support of the RCMP's core mandates in protective policing, national security, and transnational serious organized crime and specialists in areas such as cybersecurity intelligence; financial crime investigators; forensic accountants; digital evidence and forensic specialists.
- *Responding to Technology and Infrastructure Gaps* – The importance of keeping pace with technological developments cannot be overstated. The RCMP's tech capabilities and capacity, which are required for almost every large-scale federal investigation, are outpaced by increasingly sophisticated and tech-enabled criminal networks. Systemic underfunding, both in initial investment and support to ever-green initiatives, especially technological initiatives, means that current capabilities do not always align with immediate and medium-term operational needs. This growing technological gap inhibits the federal program's ability to respond effectively to an increasingly cyber-based, global threat environment.
- *Legislative Reform for Law Enforcement Effectiveness*: Along with investments, key legislative changes are required to enhance law enforcement effectiveness and to achieve results. Federal Policing, and law enforcement across Canada, have advocated for legislative changes that will enhance lawful access; the use of intelligence; and expand the

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parameters for information sharing among domestic and international partners and the private sector.

Next Steps

Through Federal Policing transformation, the RCMP is working to strengthen program governance, better align existing federal mandate resources to be able to respond to high-risk areas and modernize our workforce to meet ever-evolving operational demands.

BACKGROUNDER

CONTRACT POLICING MANDATE: AN OVERVIEW

Overview

The RCMP is a decentralized organization that provides police services under contract to 11 provinces and territories, over 150 municipalities and almost 550 Indigenous communities across the country. The Contract Policing Program (CPP) itself accounts for approximately 70 per cent of the RCMP's operational capability and 58 per cent of its financial resources. The Police Service Agreements (PSA) cover 75 per cent of the geography of Canada, including much of rural Canada, all of the Canadian North, and many towns and large urban areas in contract provinces (all provinces except Ontario and Quebec).

The delivery of contract policing in the RCMP is organized in provinces and territories through a system of 15 Divisions, with one Division for each province or territory. Each Division is referenced by a letter; for example, British Columbia is E Division, and Alberta is K Division (see Tab 2a). Each Division is headed by a Commanding Officer and is further subdivided into districts and detachments, which serve specific communities.

In addition to policing services delivery under municipal, provincial and territorial agreements, the RCMP supports the First Nations and Inuit Policing Program (FNIPP) by providing enhanced policing services within First Nations and Inuit communities that have signed a Community Tripartite Agreement with Public Safety Canada.

Contract and Indigenous Policing (C&IP) is the RCMP National Headquarters (NHQ) business line responsible for administering the PSAs under the CPP; providing leadership and support to RCMP operations in the delivery of policing services that are culturally responsive, trauma-informed, sustainable, accountable, and trusted; and continuing to deliver the highest quality policies, programs, research, and tools, which support enforcement, safety, prevention, and education throughout the entire organization.

Strengthening Trust and Accountability in Police Interactions with the Public

The RCMP is committed to strengthening collaboration with health and social service partners in the response to calls related to mental health crises, wellness checks, substance use and addiction, homelessness and assisting persons with other unique needs.

Investigative efforts in the RCMP are held to the highest evidence-based standard. C&IP provides oversight across the organization to promote investigative standards, quality and best practices. C&IP is also committed to strengthening police training and awareness, investigative accountability, victim support, and public education and communication.

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C&IP supports excellence in operations with initiatives such as addressing priority equipment needs (e.g. body-worn cameras and Blue Force Tracking capabilities).

C&IP applies Indigenous and GBA+ lenses in reviewing all policies, practices, and procedures, which ensures the provision of professional, trauma-informed, dedicated and responsive policing to the needs and cultures of First Nations, Inuit and Métis Peoples.

All interactions between RCMP members and the public are grounded in a commitment to the preservation of life and a duty of care. The RCMP is committed to open, proactive, and routine disclosure of police intervention data.

Addressing Changes to the Canadian Criminal Landscape

A multitude of factors (e.g. emerging technologies, shifting demographics and increased social polarization) are changing the criminal landscape and the RCMP must continuously adapt to address these changes.

The RCMP develops and pursues initiatives that are tailored to the unique and diverse characteristics of the communities it serves as their police service of jurisdiction. Local priorities and crime prevention approaches are discussed regularly by community leaders with RCMP Detachment Commanders and delegated personnel. The RCMP at NHQ facilitates the exchange of information and best practices across the country.

Public Order Protests

The RCMP is often placed in a *de facto* negotiation and mediation role, which has produced positive results; however, this places considerable pressure on the RCMP's core policing human resources. The RCMP is also subject to intense scrutiny and public criticism when court ordered enforcement has been necessary, representing not only a significant reputational risk for the RCMP, but also endangering efforts to advance reconciliation—a key organizational priority.

Policing in the North

The Contract Policing footprint provides the only federal government presence in many northern, isolated and Indigenous communities. This includes resources under the FNIPP for enhanced policing service delivery in some communities. The RCMP's contract policing and FNIPP presence allows for partnership and engagement opportunities with other federal government departments and agencies through access to shared assets and training, and common objectives; however, the full cost of service delivery in the North is frequently underestimated with insufficient investments where deficiencies remain and organizational pressures continue, including for recruitment and relief from placement.

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In the Arctic, the RCMP is working closely with the Department of Fisheries and Oceans / Canadian Coast Guard, the Canadian Armed Forces, and other federal departments, but lacks a coordination centre to better enable and sustain these efforts.

Strategic considerations

Resourcing and Staffing

- P/Ts have been publicly critical of the RCMP staffing levels through resourcing challenges; however, the same challenges are being experienced by all law enforcement agencies across the country.
- The RCMP supports alternative response models and local investments in units that the RCMP can collaborate with and, as a result, collectively provide a more comprehensive service. However, enhanced consultation and engagement with the RCMP would better ensure the benefits of such measures/services are realized.
- Adequate infrastructure is lacking at many RCMP detachments in contract jurisdictions, particularly in northern locations. Many detachment buildings and quarters are outdated, in need of repair, and/or undersized. The processes to repair and/or replace the infrastructure has been delayed for various reasons, impacting the ability of the RCMP to attract members to work in those locations, leading to personnel shortages that increase the level of risk as the service provider.

Properly Trained, Equipped and Supported Police Officers

- The Canadian public has high expectations that its police services are adequately resourced, trained and equipped to deliver high quality and effective policing. The RCMP must continually adapt to the changing demands and characteristics of criminal activity impacting the communities it serves, as well as adapt to the demands of all programs within the RCMP, including Federal Policing.
- Ensuring a diverse workforce where all Canadian police officers—guided by the rule of law and respect for human rights—receive modern, evidence-based and effective training, equipment and technology to maximize human resources, is critical and an ongoing challenge. This is in addition to much needed investments in providing a spectrum of supports for effective governance and oversight, mental health resilience, biasfree training and monitoring.
- One of the primary barriers to police service delivery, especially in remote, Indigenous and northern communities, remains the lack or absence of community-based housing that ensures continued police presence and proper integration within the community.

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- Ongoing delays in the procurement of key operational equipment and technology also leads to a reduction in police and public safety. The costs of having the RCMP as the police of jurisdiction should not be conflated with the cost of being responsible for having modern and capable police.

Next steps

- The RCMP is continually assessing the needs and challenges faced across Canada in delivering policing services that meet the needs and standards of the communities it serves. Engagement continues to ensure opportunities exist to leverage funding to be able to support this important work with necessary tools and resources.
- Regardless of the challenges faced and outcomes of discussions related to policing transitions, the RCMP will continue to work closely with its partners in the delivery of high-quality front-line policing services, while optimizing the available resources, to ensure community and officer safety.

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BACKGROUNDER**NATIONAL POLICE SERVICES: FEDERAL LEADERSHIP IN POLICING AND SUPPORT TO CRIMINAL JUSTICE SYSTEM****Overview**

National Police Services (NPS) are a coordinated and integrated series of specialized and technical programs and services provided by the RCMP, which are available to law enforcement and criminal justice officials in Canada and select foreign organizations. NPS play a crucial role in the detection and investigation of criminal activity in Canada, help to ensure sound prosecutions, and support international law enforcement cooperation. In many instances, the RCMP is the sole provider of these services.

NPS are delivered through service lines of the RCMP's Specialized Policing Services

- **The Canadian Police College** provides police leadership and management development programs, as well as advanced and specialized training in law enforcement, particularly in the areas of organized and multijurisdictional crime.
- **Criminal Intelligence Service Canada** ensures the timely production and dissemination of criminal intelligence information among 380-member agencies. It is the centre of excellence for intelligence in support of national law enforcement efforts to detect, reduce, and prevent serious and organized crime, and assists in operational planning, both federally and in the provinces and territories.
- **Forensic Science and Identification Services** provides investigational support to law enforcement and criminal justice communities through forensic science analysis, fingerprint identification, and the maintenance of policing information and identification repositories, including the National DNA Data Bank, the Canadian Police Information Centre, and the National Repository of Criminal Records.
- **The Canadian Firearms Program** provides direct operational and technical firearms-related support to law enforcement across Canada and oversees the administration of the *Firearms Act* and its regulations. The Program serves lawful and responsible firearms users while targeting firearms use that is unsafe or criminal in nature.
- **Technical Operations** provides direct operational support and capabilities related to a range of complex law enforcement issues, such as missing children, online child sexual exploitation, air services, cybercrime, technological and sensitive investigations, background screening, and protective technical services.

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The National Police Services National Advisory Committee (NPS NAC) was created in 2012 to support the integrity, accessibility, viability and delivery of NPS by advising on strategic priorities and trends and providing a platform for law enforcement information exchange related to operations, needs, and challenges of NPS. The NPS NAC is co-chaired by the RCMP's Deputy Commissioner, Specialized Policing Services, and a provincial/territorial or municipal co-chair.

The Commissioner of the RCMP is accountable to the Minister of Public Safety for the direction, management, and operation of NPS.

Strategic Considerations

NPS support the main tenants of the economics of policing by offering:

- *Efficiency* – facilitating the accumulation, coordination, assessment, and management or timely dissemination of policing information;
- *Economies of scale* – providing scientific or technical programs and advanced technical expertise that could not be supported by any but the largest police services; and
- *Consistent standards of service* – providing a consistent, integrated, and optimal approach to service provision to maximize interoperability among jurisdictions.

Sustainability continues to challenge NPS. Programs are often implemented and augmented as government priorities without appropriate long-term funding strategies that account for increasing demand as investigations become more reliant on specialized technical tools and techniques. In parallel, clients continue to express frustration with turn-around times and accessibility of services.

The NPS are relied upon by police of jurisdiction across Canada and can be vital to both officer and public safety. However, the operational costs are significant and almost entirely borne by the RCMP, and these programs are competing with other policing pressures for the opportunity to seek new resources.

Next Steps

- The RCMP, leveraging the NPS NAC, continually reviews demand for NPS programs and associated operating costs, exploring new service delivery options, and adopting technologies to support the viability and sustainability of NPS for the law enforcement community across Canada.

BACKGROUNDER

INDIGENOUS POLICING AND SUPPORT TO RECONCILIATION

Overview

The RCMP is the police of jurisdiction for nearly 550 Indigenous communities: 450 First Nations, 40 Inuit and 58 Métis communities via Provincial/Territorial Police Service Agreements. The RCMP also provides regular members (RMs) to Indigenous communities through Community Tripartite Agreements under Public Safety Canada's First Nations and Inuit Policing Program.

The RCMP works with Indigenous communities to build meaningful, long-lasting and impactful actions into its everyday work through leadership and accountability, development of the RCMP workforce, and the provision of professional, dedicated and culturally responsive policing services that address the needs of First Nations, Inuit and Métis Peoples. This is the foundation necessary to ensure mutual trust, respect and empathy, and fundamental components of healthy relationships between police and local communities.

Addressing the root causes of the issues surrounding the over-representation of Indigenous Peoples involved in police interactions requires a sustained, long-term, consistent and well-resourced effort from all levels of government. The RCMP must work together with other federal, provincial and territorial government departments at all levels to put the supports and resources in place, especially in under-served communities, to ensure that the RCMP is not the only government service that is available in communities. Additional social services, mental health supports, and substance misuse programs would contribute to these efforts.

The RCMP is committed to building trusting relationships with Indigenous Peoples, communities, organizations and governments across Canada. Contributing to the safety and well-being of Indigenous communities is one of RCMP's five operational priorities. Within Contract and Indigenous Policing (C&IP), a business line at RCMP National Headquarters (NHQ), Indigenous Policing Services-National continues to highlight the need for permanent funding given the direct impact on national policies and programs in support of reconciliation for the RCMP.

Strategic considerations

The RCMP has made improvements to its policies, procedures, and training, many of which respond to the Truth and Reconciliation Commission (TRC) Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and 2SLGBTQI+ people Calls for Justice (CFJ). Improvements include Vision 150 Initiatives such as:

- Developing National and Divisional Reconciliation Strategies to strengthen trust and transparency;
- Partnering with Indigenous women's groups to raise awareness and prevent violence against women and girls; and,
- Increasing RCMP referrals to Restorative Justice programs to address the harm caused by crime.

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Work continues between jurisdictions and police services to meet the spirit of the CFJs together, noting that the RCMP is one of approximately 150 police agencies across Canada.

As it relates to reconciliation efforts, the RCMP embraces the principle of 'Nothing about us, without us' and works to ensure First Nations, Inuit, and Métis voices, perspectives, and advice guide new and innovative ways of working from both a National and Divisional perspective. This includes efforts to apply Indigenous and GBA+ lenses in reviewing all policies, practices, and procedures to ensure service delivery is culturally appropriate. In addition, the RCMP uses trauma-informed approaches across the organization to increase safety for Indigenous women, girls, and 2SLGBTQI+ people.

Recognizing that the work of reconciliation is an ongoing commitment, requiring many participants, the RCMP will continue to engage with partners and Indigenous Peoples to advance work such as the RCMP National Pathway, which has been co-developed between the RCMP (with inputs from NHQ, divisions and detachments across Canada) and representatives of Indigenous Peoples in Canada. The National Pathway is designed to provide a forward-looking vision, which aligns and prioritizes RCMP reconciliation commitments, actions, and accountabilities that also considers divisional approaches tailored to meet the needs of individual Indigenous communities served by the RCMP.

The RCMP has developed mandatory courses for all its employees including the *Uniting Against Racism* and the *Cultural Awareness and Humility* courses. In addition, every RCMP employee who interacts with the public is to take the *Using a Trauma-Informed Approach* course to better understand the impacts of culture and personal identity on actions, perceptions, interactions, and experiences.

Gaps have been identified in the recruitment and retention of Indigenous Regular Members from all three distinctions (i.e. First Nations, Inuit, and Métis Peoples). Moreover, the RCMP has identified gaps in the representation of Indigenous Regular Members in the FNIPP positions and has committed to increasing recruitment efforts to better reflect the communities the RCMP serves.

The RCMP Indigenous Pre-Cadet Training Program (IPTP) celebrated its 30th anniversary in May 2024 and work is underway to review and modernize the curriculum to better support and prepare the applicants for the Regular Member recruitment process. The IPTP is a long-standing RCMP recruitment initiative designed to give First Nations, Inuit, and Métis Peoples a first-hand look at a career in policing while also supporting them throughout the application process. Candidates bring valuable perspectives and understanding of their unique cultures, which in turn enhances the RCMP's ability to create better partnerships and relationships with First Nations, Inuit, and Métis communities.

Métis Community Liaison (MCL) Officers provide community engagement and outreach to Métis settlements, communities, and partners as part of RCMP Indigenous Policing Services' work in the Divisions. MCL Officers work closely with community members to build trust and provide program delivery, including by conducting school talks and outreach and community engagement activities. There are currently five MCL Officer positions: Manitoba (D Division);

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Saskatchewan (F Division); British Columbia (E Division); Alberta (K Division); and Northwest Territories (G Division).

Moreover, the RCMP has an arrangement to support enhanced community policing for seven Métis Settlements in Alberta through a Memorandum of Understanding with the Métis Settlements General Council which guide the RCMP's delivery of services under the agreement. This includes a focus on crime prevention, delivering educational and training materials to schools within the community, and bringing awareness to issues of domestic violence, vandalism, bullying, and crime reduction/prevention strategies, among other things.

The Commissioner's National Indigenous Advisory Committee (CNIAC) provides the RCMP Commissioner with strategic advice and cultural perspectives on Indigenous matters supporting the delivery of the highest quality, professional, dedicated, and culturally responsive policing. With the goal of better informing and providing advice to the RCMP, the membership consists of representatives from all three Indigenous distinctions from each province/territory to reflect the different communities the RCMP serves. CNIAC members assist the RCMP in finding solutions to national issues, concerns, and problems arising between Indigenous Peoples and the RCMP. They also assist by providing advice on cross-cultural training and orientation, and information on the values, cultures, traditions, customs and practices of Indigenous Peoples.

RCMP NHQ is working with the Divisions to develop a mechanism to create distinctions-based, Indigenous community specific profiles. These Community Profiles will detail what communities want RCMP members to know, i.e. culture, beliefs, traditions, protocols and customs, in order to better meet the needs of their communities. Various iterations of "Community Profiles" or "Detachment Orientation Packages" already exist across the RCMP which are operationally focused and contain what the RCMP wants their members to know.

Together, the Community Profiles and RCMP-led orientation packages, will provide more consistent and fulsome onboarding guidance for RCMP members, enabling them to better understand the communities they serve, and which will be accessible via a national digital repository. This will improve police service delivery and address the recommendations in the Auditor General's report on the FNIPP, which is administered by Public Safety Canada.

Next steps

- The RCMP has developed the Indigenous Community Outreach and Engagement Tool, which is a tracking mechanism to capture non-operational and non-investigative interactions with Indigenous communities, currently being piloted in five Divisions. The purpose of the tool is to streamline the collection of data and reporting related to engagement and outreach activities being done by all RCMP employees on a daily basis with Indigenous communities. A centralized information technology tool will enable the RCMP to capture information on all outreach and engagement activities being undertaken, thereby supporting the organization to better speak to and report on them nationally.
- Additionally, the RCMP leverages employee networks such as the RCMP Indigenous Employee Committee (RIEC) and the Women's Indigenous Network (WIN) to bring forward

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advice on reconciliation and on addressing systemic issues to bring meaningful changes to human resources policies and processes.

- The RCMP continually assesses the service delivery needs and challenges faced across Canada to ensure the needs and standards of Indigenous communities are being met. C&IP remains committed to delivering the highest quality policies, programs, research and tools in support not only of front-line Indigenous policing, but across the organization, applying an enforcement, prevention and education lens. Engagement continues to ensure opportunities exist to leverage Government of Canada funding to be able to support this important work with necessary tools and resources.