

# **RCMP External Review Committee**

## **2023–24**

Departmental Plan

---

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



RCMP External  
Review Committee

Comité externe  
d'examen de la GRC

**Canada** 

© His Majesty the King in Right of Canada, as represented by the Minister of Public Safety, 2023

Cat. Number PS20-6E-PDF

ISSN 2371-7823

---

## Table of contents

From the Chairperson .....	1
Plans at a glance.....	3
Core responsibilities: planned results and resources .....	5
Internal services: planned results.....	9
Planned spending and human resources .....	11
Planned spending .....	11
Planned human resources .....	13
Estimates by vote.....	13
Future-oriented condensed statement of operations.....	13
Corporate information.....	15
Organizational profile .....	15
Raison d'être, mandate and role: who we are and what we do.....	15
Operating context.....	15
Reporting framework.....	16
Supporting information on the program inventory .....	17
Supplementary information tables.....	17
Federal tax expenditures.....	17
Organizational contact information .....	17
Appendix : definitions .....	19
Endnotes .....	23

---



## From the Chairperson

I am pleased to present the RCMP External Review Committee's 2023-24 Departmental Plan.

Through its independent and impartial reviews of appeal cases dealing with broad employment matters affecting RCMP members, including decisions in harassment complaints, conduct matters, demotion or the discharge of RCMP members due to any number of factors, the ERC helps to provide an assurance of fair and transparent recourse processes within the RCMP, ultimately contributing to the ability of the Force to serve Canadians.



The ERC has continually adjusted to the new challenges brought on by the COVID-19; in addition, ERC employees have continued to show resilience and adaptability through their commitment to ensuring that the ERC can deliver on its mandate. The wellbeing and mental health of ERC employees will continue to be at the forefront of our priorities and, to ensure this, we have successfully implemented a hybrid work model which has proven to be productive while supporting employees in an evolving work environment.

In 2022-23, the ERC continued to focus on the training and orientation of additional new staff hired as part of the permanent program integrity resources approved in the Fall of 2020. We also implemented a guide on diversity and inclusion, as well as held employee sessions on inclusion, diversity, equity and anti-racism. The overall objective of these activities is to increase employee knowledge and awareness in relation to these important topics and to empower them to contribute to an inclusive and respectful workplace.

The ERC has modernized its information management protocols and policies including its internal reporting processes. A priority was to revamp its website to conform to the Canada.ca platform as well as implement a new document and case management system to manage ERC's information.

This fiscal year, the ERC will continue to meet its service standards and apply our backlog strategies. Additional efforts to modernize our processes and tools will remain a priority to maintain a productive and efficient hybrid workforce, while also promoting a healthy, safe and inclusive work environment.

I am proud of the work that the ERC has achieved and the resilience of its work force through ongoing change and an evolving public service. I am looking forward to continuing to reduce the backlog and issuing Findings and Recommendations in a timely manner.

Charles Randall Smith

Chairperson

## Plans at a glance

The ERC continues to manage two streams of case referrals from the RCMP: one under the current legislation and the other under the legacy legislation for cases commenced within the RCMP prior to November 28, 2014.

In 2022-23, the ERC continued with the orientation and training of new hires initiated in 2021-22 as part of the permanent program integrity resources approved in the Fall of 2020. Proper integration of these new employees remains vital in maintaining the enhanced program capacity needed to continue addressing the backlog of files awaiting review.

The ERC will continue to focus on modernizing its processes and tools along with its succession planning and recruitment for key positions, which is critical for continuity and sustained productivity.

As of April 1, 2022, all new cases referred to the ERC are no longer added to the backlog and are subject to the new [service standard](#)<sup>i</sup> (as required by the *RCMP Act*, s. 28.1). Continuous program improvement remains a priority for the ERC and will be realized through active monitoring and management of the ERC’s caseload and case review practices.

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





## Core responsibilities: planned results and resources

This section contains information on the department's planned results and resources for each of its core responsibilities.

### Independent review of RCMP employment matters

#### Description

Independent and impartial case reviews, findings and recommendations for final decisions in appeals of internal RCMP decisions in harassment complaints, conduct cases, discharges or demotions, and stoppages of pay and allowances.

The [Royal Canadian Mounted Police External Review Committee](#)<sup>ii</sup> (ERC) is an independent administrative tribunal that contributes to fair and equitable labour relations and helps to reinforce accountability at all levels within the Royal Canadian Mounted Police (RCMP). Other than the courts, the ERC is the only independent review mechanism available to RCMP members and management for labour relations matters. The ERC conducts impartial reviews of appeals of certain conduct measures imposed on RCMP members and of written decisions regarding harassment complaints, revocations of appointments, discharges, demotions and ordered stoppages of pay and allowances. Case files dealing with these matters are referred to the ERC for review by the RCMP pursuant to sections 33 and 45.15 of the [Royal Canadian Mounted Police Act](#)<sup>iii</sup> and section 17 of the [Royal Canadian Mounted Police Regulations](#)<sup>iv</sup>. In conducting its reviews of referred case files, the ERC considers the entire file record that was before the initial decision maker and is provided by the RCMP. These records can include investigation reports, statements from members (complainants, respondents and others), video or audio records and testimony from witnesses, historical human resources file materials and other documentation. Once a review has been completed, the ERC provides findings and recommendations to the Commissioner of the RCMP (as the final decision maker) and to the parties. The ERC's findings and recommendations are directed at ensuring that the general principles of administrative law and labour law are respected and that the requirements of the [RCMP Act](#)<sup>v</sup> and other relevant legislation, such as the [Canadian Human Rights Act](#)<sup>vi</sup>, are adhered to in decision making. In some cases, the ERC makes recommendations for broader change or for actions that might be taken to address issues raised in a file (e.g., changes in RCMP policies or management practices, or additional or new training for RCMP members or managers). Access to summaries of ERC findings and recommendations and to ERC reports and discussion papers is provided to RCMP members and the public through the [ERC's website](#)<sup>vii</sup> and publications, and through presentations or other outreach to RCMP members.

## Planning highlights

The ERC currently has a caseload of over 300 files under or awaiting review, which resulted in lengthy wait times for the completion of reviews following the ERC's receipt of a referred case.

As of April 1, 2022, new appeal cases referred to the ERC are no longer added to the backlog and are subject to the ERC's [service standards](#)<sup>viii</sup> introduced in 2021-22 which will support program management, transparency and accountability.

In 2022-23, the ERC continued its orientation and training of new hires initiated in 2021-22 as part of the permanent program integrity resources approved in the Fall of 2020. The proper integration of new employees remains vital in maintaining the enhanced program capacity needed to address the backlog of files awaiting review; therefore, this aspect will remain a focal point for the ERC.

In 2023-24, the ERC will continue to modernize its tools and processes while also focusing on its succession planning and recruitment for key ERC positions. The ERC will focus on implementing the acquired GCDocs software as well as the business workplace (case management system) to enhance our record and information management.

The reduction of the backlog of cases remains paramount to ensure that the ERC can provide Findings and Recommendations in a timely manner and ensure fairness for the parties involved.

Outreach activities will continue to support RCMP member awareness of workplace and recourse issues (such as disseminating case review summaries to RCMP members in the ERC [Communique](#)<sup>ix</sup> publication, and through presentations to RCMP officials and National Police Federation with recourse responsibilities, managers or employees). Regular dialogue with the RCMP on general program management, workload and administrative matters will continue in support of program delivery, planning and risk management.

## Planned results for Independent review of RCMP employment matters

The following table shows, for Independent review of RCMP employment matters, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.	The degree to which RCMP final decisions concord with ERC recommendations, expressed as the % of the RCMP final decisions that fully agree, partly agree or do not agree with the recommendations.	Up to 100%; no specific target.	Ongoing	Agreed in 82%, agreed in part in 4% and disagreed in 14%	Agreed in 76%, agreed in part in 0% and disagreed in 24%	Agreed in 96% and disagreed in 4%
Findings and recommendations are issued in a timely manner.	% of findings and recommendations that are issued within the service standard.	100%	April 2024	Not applicable	Not applicable (Reporting period starting in 2022-23)	Not applicable (Reporting period starting in 2022-23)
RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.	Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.	100% posted within two months following the end of the quarter.	Ongoing	100%	66.5% (website posting of findings and recommendations summaries in the two first quarters of the fiscal year were delayed due to the COVID-19 pandemic. The ERC was 100% on target for the 3rd and 4th quarter.)	84% Note – We were 100% through 3 quarters and then missed Q4 due to web migration

The financial, human resources and performance information for the RCMP External Review Committee's program inventory is available on [GC InfoBase](#).<sup>x</sup>

## Planned budgetary spending for Independent review of RCMP employment matters

The following table shows, for independent review of RCMP employment matters, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
6,465,921	6,465,921	6,465,921	6,465,921

Financial, human resources and performance information for RCMP External Review Committee’s program inventory is available on [GC InfoBase](#).<sup>xi</sup>

## Planned human resources for Independent review of RCMP employment matters

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

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
33	33	33

Financial, human resources and performance information for RCMP External Review Committee’s program inventory is available on [GC InfoBase](#).<sup>xii</sup>

## Internal services: planned results

### **Description**

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

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

### **Planning highlights**

The Treasury Board of Canada Secretariat granted the ERC an exemption from reporting on Internal Services as a separate program beginning in 2009-10 (given the focused nature of the ERC program and associated resources). This Report, therefore, presents information based on a single ERC program and does not provide information on Internal Services separately.

### Planning for Contracts Awarded to Indigenous Businesses

The ERC has modified its procurement process to support the governments of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually by contracting out to indigenous owned companies when possible.

Due to the fact that the ERC is a micro organization with a very specific mandate, use of contracting is limited especially given that the ERC has an MOU for certain services with Public Safety. However in circumstances where a contract is needed, we have implemented additional steps in our contracting process that includes verifying the list of indigenous businesses from PSPC that gives them priority for the services that we are seeking.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	N/A	4%

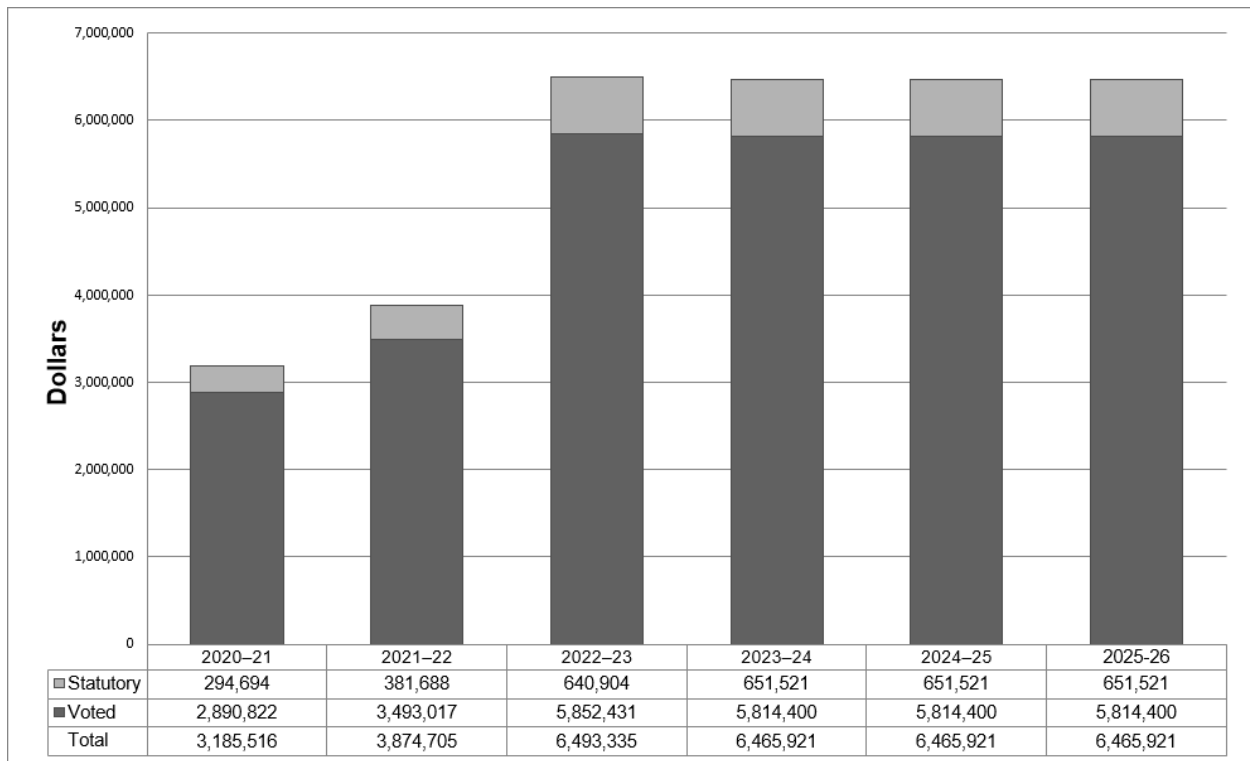
## Planned spending and human resources

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

### Planned spending

#### Departmental spending 2020–21 to 2025–26

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



In the Fall of fiscal year 2020-21, the ERC secured additional permanent ongoing funding to support program capacity and integrity. With increased resources to deliver on its mandate in a timely and effective manner, the ERC will contribute to the integrity of the RCMP’s recourse system.

## Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of RCMP External Review Committee's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Independent review of RCMP employment matters	3,185,516	3,874,705	6,493,335	6,465,921	6,465,921	6,465,921	6,465,921
<b>Subtotal</b>	3,185,516	3,874,705	6,493,335	6,465,921	6,465,921	6,465,921	6,465,921
Internal services	-	-	-	-	-	-	-
<b>Total</b>	3,185,516	3,874,705	6,493,335	6,465,921	6,465,921	6,465,921	6,465,921

\* The ERC is exempted from reporting separately on Internal Services expenditures.

The ERC's work with the portfolio department and central agencies to address its permanent funding requirements has resulted in the ERC receiving additional permanent ongoing funding in the Fall of fiscal year 2020-21. This additional funding directly supports the integrity of the appeal case review program at the ERC.



## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of RCMP External Review Committee’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Independent review of RCMP employment matters	16.5	22.3	33	33	33	33
<b>Subtotal</b>	<b>16.5</b>	<b>22.3</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
Internal services	-	-	-	-	-	-
<b>Total</b>	<b>16.5</b>	<b>22.3</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>

\* The ERC is exempted from reporting separately on Internal Services expenditures.

The ERC’s planned complement of resources from 2023-24 and ongoing is 33 FTEs. The increase of FTEs since 2020-21 is attributed to increasing capacity and the creation of new positions as a result of additional permanent ongoing funding received in the Fall of 2020-21.

## Estimates by vote

Information on RCMP External Review Committee’s organizational appropriations is available in the [2023–24 Main Estimates](#).<sup>xiii</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of RCMP External Review Committee’s operations for 2022–23 to 2023–24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [RCMP External Review Committee’s website](#).<sup>xiv</sup>

Future-oriented condensed statement of operations for the year ending  
March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	6,839,078	6,815,639	(23,439)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	6,839,078	6,815,639	(23,439)

The difference between forecast results for 2022-23 and planned results for 2023-24 relates to the funding allotted for compensation adjustments associated with updated terms and conditions of employment for certain groups. The total expenditures planned for 2023-24 are \$6,815,639 compared to \$6,839,078 for 2022-23, representing a decrease of \$23,439.

## Corporate information

### Organizational profile

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

**Institutional head:** Charles Randall Smith, Chairperson

**Ministerial portfolio:** Public Safety and Emergency Preparedness

**Enabling instrument:** *Royal Canadian Mounted Police Act*, R.S.C. 1985, c. R-10<sup>xv</sup>

**Year of incorporation / commencement:** 1986

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

Information on the RCMP External Review Committee's raison d'être, mandate and role is available on the [RCMP External Review Committee's website](#).<sup>xvi</sup>

Information on the Public Safety Minister's mandate letter commitments is available in the [Minister's mandate letter](#).<sup>xvii</sup>

### Operating context

Information on the operating context is available on [RCMP External Review Committee's website](#).<sup>xviii</sup>

## Reporting framework

The RCMP External Review Committee’s approved departmental results framework and program inventory for 2023–24 are as follows.

<b>Independent review of RCMP employment matters</b>		<b>Internal Services</b>	
<b>Departmental Results Framework</b>	ERC’s findings and recommendations support fair and transparent RCMP recourse processes and decision-making.		The degree to which RCMP final decisions concord with ERC recommendations, expressed as the % of the RCMP final decisions that fully agree, partly agree or do not agree with the recommendations.
	Findings and recommendations are issued in a timely manner.		% of findings and recommendations that are issued within the service standard.
	RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.		Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.
<b>Program Inventory</b>	Appeal case reviews		

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to RCMP External Review Committee’s program inventory is available on [GC InfoBase](#)<sup>xix</sup>.

## Supplementary information tables

The following supplementary information tables are available on [RCMP External Review Committee’s website](#)<sup>xx</sup>:

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

## Federal tax expenditures

RCMP External Review Committee’s Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)<sup>xxi</sup>. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

## Organizational contact information

### Mailing address

RCMP External Review Committee

P.O. Box 1159

Ottawa, Ontario K1P 5R2

Canada

**Telephone:** 613-998-2134

**Fax:** 613-990-8969

**Email:** [org@erc-cee.gc.ca](mailto:org@erc-cee.gc.ca)

**Website:** <https://www.canada.ca/en/rcmp-external-review-committee.html>



## Appendix: definitions

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

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

### **core responsibility (responsabilité essentielle)**

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

### **Departmental Plan (plan ministériel)**

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

### **departmental result (résultat ministériel)**

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

### **departmental result indicator (indicateur de résultat ministériel)**

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

### **departmental results framework (cadre ministériel des résultats)**

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

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

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

### **full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

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

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

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

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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



**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

---

- i. RCMP External Review Committee, Service Standards, <https://www.erc-cee.gc.ca/cnt/srvc-stndrds/index-en.aspx>
- ii. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- iii. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- iv. Royal Canadian Mounted Police Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-281/index.html>
- v. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- vi. Canadian Human Rights Act, <http://laws-lois.justice.gc.ca/eng/acts/H-6/index.html>
- vii. RCMP External Review Committee’s website, <http://www.erc-cee.gc.ca/index-en.aspx>
- viii. RCMP External Review Committee, Service Standards, <https://www.erc-cee.gc.ca/cnt/srvc-stndrds/index-en.aspx>
- ix. RCMP External Review Committee, Communiqué, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/publications/communique.html>
- x. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii. 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xiv. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- xv. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- xvi. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- xvii. Public Safety Minister’s Mandate letter, <https://pm.gc.ca/en/mandate-letters>
- xviii. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- xix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xx. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- xxi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>