



Military Police  
Complaints Commission  
of Canada

Commission d'examen des plaintes  
concernant la police militaire  
du Canada

# Military Police Complaints Commission of Canada 2024–25 Departmental Plan

The Honourable Bill Blair, P.C., C.O.M., M.P.  
Minister of National Defence

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## **Erratum**

Subsequent to the tabling in Parliament and online publication of MPCC's 2024-25 Departmental Plan, non-functional hyperlinks were corrected in both the HTML and PDF versions of the document. As well, it was determined that the French version of the document of record contained an error. A correction has been made to both the PDF and HTML versions of the document posted online to ensure complete and transparent information. The correction was on page 3 of the French report, under the *Highlights* section, in the sub-section for the *Independent Oversight of the Military Police*. The text in the last set of bullets, in bold font, has been corrected to match the text in the English report.

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## Military Police Complaints Commission of Canada’s 2024-25 Departmental Plan at a glance

A departmental plan describes a department’s priorities, plans and associated costs for the upcoming three fiscal years.

Visit The Military Police Complaints Commission of Canada (MPCC)’s website to read:

- [Vision, mission, raison d’être and operating context](#)
- [\[Read the full departmental plan\]](#)
- [\[Print this page\]](#)

### Key priorities

The MPCC’s key priorities for 2024-25 are:

- **Strengthening the complaint process** through adequate resourcing.
- **Improving efficiencies** through streamlined processes and improvements in the disclosure process.
- **Innovation and Modernization** of solutions to enhance the MPCC’s capacity to address complaints more efficiently, effectively and in a timely manner.
- **Legislative Reform** to modernize the MPCC mandate to be on par with other police oversight bodies in Canada.
- **Improving access to Justice** by implementing more user-centric and trauma-informed approaches.
- **Supporting our people** to maintain a diverse, inclusive, bilingual and well-trained workplace.

### Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

While not officially part of this spending reduction exercise, the MPCC will respect the spirit of this exercise by doing the following:

- continue to rigorously plan its expenditures and present the monthly budget report to its Executive Committee for realignment, as necessary;
- take all necessary steps to optimize the use of external resources, namely contract investigators, to ensure an efficient use of those resources;
- continue to closely monitor the training and travel budgets, and implement an internal review process to more stringently monitor expenditures in these areas;
- continue to leverage the efficiencies of its hybrid work model and reduce operating expenses by using the flexibility of new technology for outreach activities;
- review its service models and memoranda of understanding with its government service provider partners to identify efficiencies;
- revise its internal expense recognition model to provide a more detailed breakdown of its data and to ensure informed decision-making.

The figures in this departmental plan reflect these reductions.

## Highlights

A Departmental Results Framework consists of an organization’s core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

## Independent Oversight of the Military Police

### *Departmental results:*

- Final reports provide sound findings and recommendations and are issued in a timely manner.
- Information requests pertaining to complaint files are responded to in a timely manner.
- Military Police and the public have access to current information on the issues addressed by the MPCC.

*Planned spending:* \$3,407,234 for 2024-25.

*Planned human resources:* 16 Full Time Employees 2024–25

To support its core responsibility for the Independent Oversight of the Military Police, the MPCC plans to:

- **Strengthen the complaint process:** As the number and complexity of complaints it must monitor and/or investigate each year increases rapidly, the MPCC will seek to stabilize its permanent funding. Indeed, the MPCC has experienced a historically high workload as the complexity of the complaints it receives grew and the volume of complaints more than doubled in the last three years, but its baseline funding has remained the same since 2013.
- **Improving efficiencies in the MPCC processes:** The MPCC will continue to focus on streamlining the investigation and review process.
- **Innovation and Modernization:** The MPCC will continue to focus efforts on reviewing its complaints process, innovating and exploring electronic and on-line solutions and exploring the use of Artificial Intelligence to enhance its capacity to address incoming complaints more efficiently.
- **Legislative Reform:** The MPCC will continue to identify opportunities and advocate for modernizing the MPCC mandate through legislative reform.
- **Improving access to Justice:** The MPCC is committed to improving access to justice by being more user centric, using a trauma-informed approach, targeting new audiences for outreach and improving our accessibility standards.
- **Supporting our people:** The MPCC will develop and maintain an inclusive, diverse and bilingual work environment to provide a high level of service in both official languages to carry-out its mandate. It will accomplish this through training and engagement opportunities on issues such as anti-racism, equity, diversity and inclusion, accessibility, reconciliation, and mental health.

More information about the independent oversight of military police can be found in the full departmental plan.

## Military Police Complaints Commission of Canada’s 2024-25 Departmental Plan

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### From the Institutional head

As Chairperson, I am pleased to present the 2024–25 Departmental Plan for the Military Police Complaints Commission of Canada (MPCC).

This 2024-25 Departmental Plan provides Parliamentarians and Canadians with information on the MPCC’s objectives, planned activities and expected results during the reporting period, as well as the financial and human resources forecasted to deliver those results. The MPCC is an administrative tribunal created by Parliament to provide independent, civilian oversight of the Canadian Forces Military Police. Its mission is to promote and ensure the highest standards of conduct for the military police, deter interference in police investigations and enhance public confidence in policing.



The MPCC will continue to deliver and advance its mandate to monitor, review and investigate complaints concerning military police conduct and investigate allegations of interference in military police investigations while improving access to justice through initiatives to implement more user-centric and trauma-informed approaches. This includes diversifying our external engagement approach, by reaching out to those persons who may be directly affected by

military police conduct. Internally, the MPCC will continue to invest in improving its processes and explore innovative ways to do so.

Since the creation of the MPCC in 1998, the legislative scheme has remained largely unchanged. As a result, the MPCC has fallen considerably behind the national trend of more robust civilian oversight of policing. Such reform is critical to ensure that the MPCC can deliver its mandate effectively. In the upcoming year, we will continue to advocate for much needed legislative reforms to ensure that the MPCC remains an independent civilian oversight authority for police that is impartial, accessible, and effective.

In 2023, we have seen an increase in the complexity of files and a historical number of complaints received. Indeed, the number of complaints received has almost doubled. Coupled with an increase in fixed operating costs and the fact that our baseline budget remained unchanged since 2013, this reality creates undue pressure on the organization's human and financial resources. In November 2023, I informed the Minister of National Defence of our budgetary constraints and the consequences of these on our operations. In mid-January, we were informed that both a permanent and temporary increase was allocated.

As in previous years, the MPCC will continue to collaborate, to the extent of our internal capabilities, on major federal government initiatives and implement the priorities of the Clerk of the Privy Council.

Our employees are our greatest resource, and we will continue to prioritize a healthy, secure, bilingual, accessible, diverse and inclusive work environment. We will continue to focus efforts on addressing biases and reducing barriers faced by equity-seeking groups. I am privileged to work with this dedicated group of professionals to advance the important mandate of the MPCC.

Me Tammy Tremblay, MSM, CD, LLM  
Chairperson



## Plans to deliver on core responsibilities and internal services

### Core responsibilities and internal services:

- [Independent Oversight of the Military Police](#)
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### Independent Oversight of the Military Police

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#### Description

The independent oversight of the Military Police promotes and ensures the highest standards of conduct of military police in the performance of policing duties and discourages interference in any military police investigation through independent and impartial reviews, investigations and hearings which result in sound findings and recommendations.

#### Quality of life impacts

The MPCC's core responsibility contributes to the "Good governance" domain of the [Quality of Life Framework for Canada](#).

**Good Governance:** To have a well-functioning democracy, it is important that all individuals have their fundamental rights and freedoms respected, can participate in civil society, and know that their voices are being heard. Having public institutions that are trusted to function effectively and treat all people impartially is critical in ensuring that all people in Canada feel safe and have access to the public services they need.

The MPCC's core responsibility contributes to "Good Governance / Democracy and Institutions" domain of the Quality of Life Framework for Canada, and more specifically, "Confidence in institutions," through all the activities mentioned in the core responsibility description. As an administrative tribunal responsible for providing oversight of the military police, building confidence in the police through the complaints process is at the heart of the MPCC's mandate.

The MPCC’s core responsibility further contributes to “Good Governance / Justice and Human Rights” domain of the Quality of Life Framework for Canada, and more specifically, “Discrimination and unfair treatment,” and “Access to fair and equal justice” through all of the activities mentioned in the core responsibility description. The MPCC is an administrative tribunal whose goal is to provide fair and equal access to justice for the public. Complaints received by the MPCC about the military police may deal with subject matters such as discrimination and unfair treatment.

## Results and targets

The following table shows, for each departmental result related to the independent oversight of the military police, the indicators and the results from the three most recently reported fiscal years as well as the targets and target dates approved for 2024–25.

Table 1: Indicators, results and targets for departmental result

Result: Final Reports provide sound findings and recommendations and are issued in a timely manner.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of recommendations resulting from investigations of conduct or interference complaints are accepted by the responsible Department of National Defence authority (usually the Canadian Forces Provost Marshal).	100%	73% <sup>1</sup>	93.75%	70%	March 31, 2024
Percentage of Final Decisions not overturned on Judicial Review	100%	100%	100%	70%	March 31, 2024
Percentage of interim reports issued in non-public interest cases within 18 months from the time disclosure is substantially received, excluding periods where the file is put in abeyance. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	90%	83%	50%	70%	March 31, 2024

Table 2: Indicators, results and targets for departmental result

Result: Information requests pertaining to complaint files are responded to in a timely manner.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of information requests initially responded to within 48 hours.	95%	95%	97.22%	95%	March 31, 2024

Table 3: Indicators, results and targets for departmental result

Result: Military Police and the public have access to current information on the issues addressed by the MPCC.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Quarterly website updates of MPCC findings and recommendations through case summaries and MPCC Final Reports in public interest cases <sup>1</sup> .	4	5	7	4	March 31, 2024
Number of Outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.	7	22	25	6	March 31, 2024
Percentage of presentations to stakeholder or target groups that were received positively.	100%	100%	76%	70%	March 31, 2024

The financial, human resources and performance information for the MPCC’s program inventory is available on [GC InfoBase](#).

## Plans to achieve results

The MPCC’s key priorities for 2024-25 to achieve results are as follows:

- **Strengthening the complaint process:** The MPCC is complaint-based and therefore an ongoing risk is the uncertainty regarding the number and complexity of complaints it monitors, reviews and/or investigates each year. Within the last few years, the MPCC

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<sup>1</sup> The reported numbers as the number of instances per year in which updates have occurred.

has experienced an unforeseeable increase in expenses related to the volume and complexity of complaints.

As of December 31, 2023, there has been an increase in the number of complaints and their complexity. In the 2023 calendar year, the number of complaints received has more than doubled compared to the previous three-year average. As of December 31, 2023, with three months remaining to the fiscal year, 61 complaints were received, two new public interest investigations were initiated and seven requests for review were received. Of these, 10 were linked to sexual misconduct. These complex files now comprise a large proportion of the workload.

While the number and complexity of files continue to grow steadily, the MPCC's funding has remained unchanged since 2013. Combined with the increase in our fixed operating costs that are mostly due to inflation, there is a risk that the MPCC will reach its financial breaking point in 2024-25. Therefore, the MPCC will seek to secure additional recurrent funding starting early in 2024–25 to ensure the organization is able to adequately fulfil its mandate. Of note, in 2023–24, the MPCC received a temporary increase in funding of \$300K to address this issue and an additional request was made to the Minister of National Defence in November 2023 for recurrent funding of \$500K starting April 1, 2024. In January 2024, the Minister approved a sum of \$250,000 in permanent funding and \$250,000 in temporary funding, starting April 1, 2024.

This priority is crucial to ensure that our departmental results are met; namely, to ensure that the MPCC can provide sound findings and recommendations, and that reports are issued and that information requests are responded to in a timely manner. Adequate recurring funding will allow the MPCC to deal with the rising volume and complexity of complaints by adding staff and resources.

- **Improving efficiencies in the MPCC processes:** The MPCC will continue to focus on streamlining the investigation and review process by adding legal and investigative resources, optimizing decision writing, reviewing how it addresses determinative issues early in the review process, leveraging technology to improve timeliness and taking measures to ensure that the Canadian Forces Provost Marshal's office provides the MPCC with all information required to complete reviews and investigations.

The MPCC will maintain its standing offer of contract investigators via the government's procurement process and will launch a new process in 2024-25 that highlights the need for diversity, to ensure it has the required expertise for timely investigation. The MPCC will engage diverse groups, including Indigenous Peoples, to ensure that the processes are clear and accessible and so that barriers can be proactively eliminated.

This priority will support the MPCC's first departmental result that Final Reports provide sound findings and recommendations and are issued in a timely manner as well as the second departmental priority to ensure information requests are responded to in a timely manner.

- **Innovation and Modernization:** Complaints to the MPCC are a recourse available to Canadians. The MPCC will continue to focus efforts on reviewing its complaints process, innovating and exploring solutions, including the potential use of artificial intelligence, to enhance its capacity to address incoming complaints more efficiently.

In addition, the MPCC will collaborate with Government of Canada initiatives to improve cybersecurity for Small Departments and Agencies in terms of network, security and digital services.

This priority directly relates to the first Departmental Result that Final Reports provide sound findings and recommendations and are issued in a timely manner and the second departmental result to ensure information requests are responded to in a timely manner. Through modernizing and improving our complaints process and exploring new innovative solutions, the MPCC will be better placed to adequately manage the rising volume and complexity of complaints in a timely manner.

- **Legislative Reform:** Since the creation of the MPCC in 1998, there have been no significant legislative changes to improve civilian oversight of the military police and as a result, the MPCC lags behind other civilian police oversight mechanisms in Canada and, in particular, the police oversight body on which it was originally modelled, the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police. The most significant gap between the two federal civilian oversight regimes relate to the MPCC's lack of power to access information required to investigate complaints. This is a hindrance to the MPCC's efforts to deliver an appropriate level of independent accountability to military policing. The report of the Third Independent Review of the *National Defence Act* by the Honourable Morris J. Fish, published on April 30, 2021, was welcomed by the MPCC as it includes several key recommendations to strengthen the civilian oversight of the military police. In June 2021, the Minister of the Department of National Defence and the Canadian Armed Forces accepted in principle Justice Fish's recommendations and signalled their intention to implement them as quickly and effectively as possible. It is for these reasons the Chairperson wrote to the former and current Ministers of National Defence in July and August of 2023 to recommend the implementation of the recommendations and propose additional legislative amendments to enhance civilian oversight of the military police. The MPCC will continue to identify opportunities and advocate for modernizing the MPCC mandate through legislative reform.

This priority directly relates to the first Departmental Result that Final Reports provide sound findings and recommendations and are issued in a timely manner. Much needed legislative reform will better equip the MPCC with the information it needs to review and investigate complaints and issue Final Reports in a timely manner.

- **Improving access to Justice:** The MPCC is committed to improving access to justice by becoming more user centric, using a trauma-informed approach, targeting new audiences for its outreach efforts and improving its accessibility standards.

The MPCC will work to make its website more user-centric, increase the use of plain language in decisions and other communications, and use *point first writing* to facilitate the reading and understanding of the decisions.

In addition, a targeted decision writing course was provided to the MPCC's lawyers and members and this training will be further enhanced as necessary in 2024-25. The MPCC also intends to develop a user survey to assess its performance in this regard and to make improvements.

In 2023, the MPCC's employees received training in the use of a trauma-informed approach. In 2024-25, the MPCC will further integrate a trauma-informed approach in its processes and provide further learning opportunities for its employees. The MPCC will also use information gathered through the Gender-based analysis plus (GBA+) to improve and inform its processes.

As a tool to increase knowledge of the MPCC's mandate and to increase transparency and accountability of the oversight mechanism, the MPCC aims to refine and improve topic-specific engagement, in consideration of lessons learned from previous engagement work. Most notably, the MPCC will broaden its outreach program to diversify its approach and increase its results.

The MPCC will continue to implement its Accessibility Plan deliverables as it engages in year 3 of its multi-year plan. This will include developing internal processes to provide communications in accessible and plain language formats. Work is ongoing to review and address barriers for both staff and those it serves.

This priority directly relates to all three Departmental Results. Through improving access to justice by being more user focused, targeting new audiences who may interact with the Military Police and by improving our accessibility standards, the MPCC will be better equipped to deliver its decisions in a timely manner, respond to information requests quickly and provide up-to-date information about the MPCC and its mandate.

- **Supporting our people:** The MPCC will continue to develop and maintain an inclusive, diverse work environment to provide a high level of service in both official languages to carry out its mandate. In 2024-25, the MPCC will be updating its internal Learning and Development Directive to include training, information sessions and events focused on the areas of accessibility, unconscious bias, equity, diversity and inclusion. In doing so, it will also facilitate access to language training to employees who identify as being members of equity seeking groups, where possible. As a micro-organization, the well-being of staff has a tangible impact on service delivery, so the MPCC is committed to ensure that every effort is made to preserve and sustain the mental health and well-being of our staff.

In 2023, the MPCC conducted a survey on accessibility which highlighted that all its employees felt that their accommodations needs were met and 100% of employees who identified as persons with disabilities felt their accommodation needs were met. The MPCC will conduct regular employee surveys on accessibility to ensure that progress is made regarding its accessibility commitments as it strives to maintain a high level of employee satisfaction. The topic will also be raised at staff meetings to ensure that the population it serves, regardless of their abilities, receives barrier-free services and are treated with respect.

This priority relates to all three Departmental Results. By focusing on the well-being of the MPCC's greatest assets, its people, the MPCC will be better able to deliver on its mandate in relation to all departmental results.

## Key risks

### **MPCC Resources Sustainability:**

In terms of **budget sustainability**, the MPCC is a micro-organization with a baseline budget that remains unchanged since 2013. The MPCC is complaint based and, as a result, there is an inherent uncertainty about the number and complexity of complaints it must monitor or investigate each year which increases the complexity of financial planning. This year, the MPCC has experienced an unforeseeable increase in expenses related to an historical number and complexity of complaints it manages. In addition, there has been an increase to the cost of internal support services received from other federal government departments through service level agreements, due to inflation. Without additional permanent funding there is a real risk that the MPCC will reach its financial breaking point in 2024–25.

In relation to **human resources management**, MPCC employees often have several responsibilities, given the size of the organization. Retaining skilled employees given the lack of advancement opportunities found in micro-organizations, and reducing hiring delays when vacancies arise is a challenge. In addition, the MPCC anticipates several vacancies due to retirements that will occur in the coming fiscal year. To mitigate this risk, the MPCC will continue to develop a strong, diverse and knowledgeable workforce through advancements in human resources planning, proactive staffing processes, talent management and flexible work arrangements.

### **Timeliness of the Complaints Process and Investigations:**

In 2023, the MPCC experienced significant roadblocks to obtaining the information needed to complete its reviews and investigations from the Canadian Forces Provost Marshal in a timely manner.

Should these trends continue, the MPCC risks not meeting its services standards. Also, there are increasing costs for the MPCC if this trend continues, as it is forced to engage in costly procedures before the Federal Court.

### **Weakened Oversight Model:**

The MPCC Chairperson wrote to both the past and current Minister of National Defence in July and August 2023 respectively to advocate for much needed legislative reform. In these letters, the MPCC set out the various proposals for reform which would strengthen oversight and improve the complaints process.

A considerable risk to the core responsibility of the MPCC would be a delay or failure to implement the Review Authority's recommendations, and other reforms proposed by the MPCC to the Minister. Such reforms would go a considerable way to modernizing military police accountability and enabling the MPCC to discharge its mandate from Parliament more credibly and effectively on behalf of Canadians.

## Snapshot of planned resources in 2024–25

- Planned spending: \$3,407,234
- Planned full-time resources: 16

## Related government priorities

### Gender-based analysis+

In 2023-24, the MPCC developed a new three-year strategy which includes coordination and consultations with other similar police oversight bodies to consider aligning strategies.

The MPCC has invested several resources toward this goal. In addition to the Chairperson (Deputy Head), the MPCC's General Counsel and Senior Director is the GBA+ Champion, ensuring a link to the mandate. Given that the MPCC is a micro-organization, the GBA+ initiative is managed at the executive level, with collaboration from others in the organization, according to roles: registry for its complaint's intake; human resources and legal counsel.

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

In its 2023–27 Departmental Sustainable Development Strategy, the MPCC committed to taking action on inequality and advancing reconciliation with Indigenous Peoples, including by increasing opportunities for Indigenous businesses within its organization.

The MPCC supports the commitments of the 2022 to 2026 Federal Sustainable Development Strategy (FSDS) applicable to micro and small organizations to make sustainable development decision-making more transparent and accountable to Parliament. It also contributes to an integrated, whole-of-government view of activities supporting environmental sustainability.

The MPCC is committed to advancing greening government actions and supports the 2022 to 2026 FSDS Greening Government goal through training and awareness. The MPCC plans to reduce paper use / become paperless and establish electronic processes for delivering information in conjunction with its overall review of guidelines and processes. The MPCC will continue to increase online meetings and prioritize conducting outreach activities virtually. More information on the MPCC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in its [Departmental Sustainable Development Strategy](#).

## Program Inventory

The Independent Oversight of the Military Police is supported by the following programs:

- Conduct Complaint
- Interference Complaint



Supporting information on planned expenditures, human resources, and results related to the MPCC’s program inventory is available on [GC Infobase](#).

## Internal services

### In this section

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- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

### 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

At the MPCC, given its mandate as a quasi-judicial oversight agency, legal services are an integral part of the delivery of the core mandate and therefore included in the Independent Oversight Program, as opposed to Internal Services.

### Plans to achieve results

In 2024-25, internal services will continue to provide high-quality and timely services to the entire organization to support the MPCC’s objectives, enabling the MPCC to meet its administrative obligations.

The MPCC’s corporate functions will continue to evolve and adapt its internal services to the reality of the hybrid workplace, in consideration of inclusivity and accessibility practices.

The MPCC will continue to implement its [Multi-Year Accessibility Plan](#). This includes developing the MPCC’s internal processes to facilitate the provision of information in accessible formats and ensuring that public facing communications are drafted using plain language. The MPCC will also review and address barriers in the workplace, review its learning directive to identify required training for employees and promote the use of the Government of Canada Workplace Accessibility Passport.

In the fall 2023, the Clerk of the Privy Council announced his intent to review the [Values and Ethics Code for the Public Sector \(2012\)](#). This foundational document outlines the values and expected behaviors that guide public servants in all activities related to professional duties. As consultations are launched, the MPCC will engage its employees for participation in the process. Internal documents will be revised accordingly.

In response to the recent legislative changes to the [Public Service Employment Act](#) and the Clerk's Call to Action on Anti-Racism, Equity and Inclusion, measures will be implemented to identify and remove any barriers to the career development of employees and the hiring of new employees who self-identify as members of a visible community, persons living with a disability or Indigenous. This will include supporting employees in both language and leadership training and opportunities, where possible.

## Snapshot of planned resources in 2024–25

- Planned spending: \$2,277,453
- Planned full-time resources: 15

## Related government priorities

Table 4: Planning for contracts awarded to indigenous businesses

The following table shows how the department plans to achieve awarding at least 5% of the total value of contracts to indigenous businesses annually.

In August 2021, the Government of Canada announced measures to renew and strengthen its economic relationship with Indigenous Peoples by increasing opportunities for Indigenous businesses. Since then, the MPCC has identified early opportunities for participation by Indigenous businesses by:

- assessing procurement activities for potential Indigenous participation to contribute gradually to reaching the 5% Target of Value of Federal Government contracts awarded to businesses managed and led by Indigenous Peoples; and
- engaging Indigenous peoples and reviewing processes with partners to identify barriers for Indigenous businesses.

The MPCC is expected to implement the mandatory minimum 5 % target by April 1, 2024, and will report results in September 2025.

To achieve this, the MPCC will provide internal training to ensure that considerations around the hiring of Indigenous People and business are applied to each procurement process. Also, the MPCC will implement internal control mechanisms to ensure adherence. Throughout the year, the MPCC will increase its capacity to plan for procurement needs and to develop procurement strategies. It will revise each exemption approved in previous years and try to reduce the observed Indigenous Business Capacity Gap. Finally, the MPCC will continue to reach out to Indigenous leaders when it launches its next procurement investigator bid process to reduce barriers in the application process.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	“n/a” %	“n/a” %	5%

## Planned spending and human resources

This section provides an overview of the MPCC’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

### In this section

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## Spending

### Actual spending summary for core responsibilities and internal services (dollars)

Table 5: Actual spending for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the MPCC’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Independent Oversight of the Military Police	2,812,122	2,660,641	3,358,023
<b>Subtotal</b>	<b>2,812,122</b>	<b>2,660,641</b>	<b>3,358,023</b>
Internal services	1,959,695	2,007,852	2,242,128
<b>Total</b>	<b>4,774,817</b>	<b>4,658,493</b>	<b>5,600,151</b>

Spending in 2023-24 is forecasted to be significantly higher due to an increase in the number and complexity of investigations conducted by the MPCC as well as several ongoing Public

Interest Investigations. As such, the MPCC is seeing an increase in both legal and investigative professional services.

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

Table 6: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the MPCC’s core responsibilities and for its internal services for the upcoming three fiscal years.

Core responsibilities and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Independent Oversight of the Military Police	3,407,234	3,407,234	3,422,483	3,250,670
<b>Subtotal</b>	<b>3,407,234</b>	<b>3,407,234</b>	<b>3,422,483</b>	<b>3,250,670</b>
Internal services	2,277,453	2,277,453	2,281,656	2,167,113
<b>Total</b>	<b>5,684,687</b>	<b>5,684,687</b>	<b>5,704,139</b>	<b>5,417,783</b>

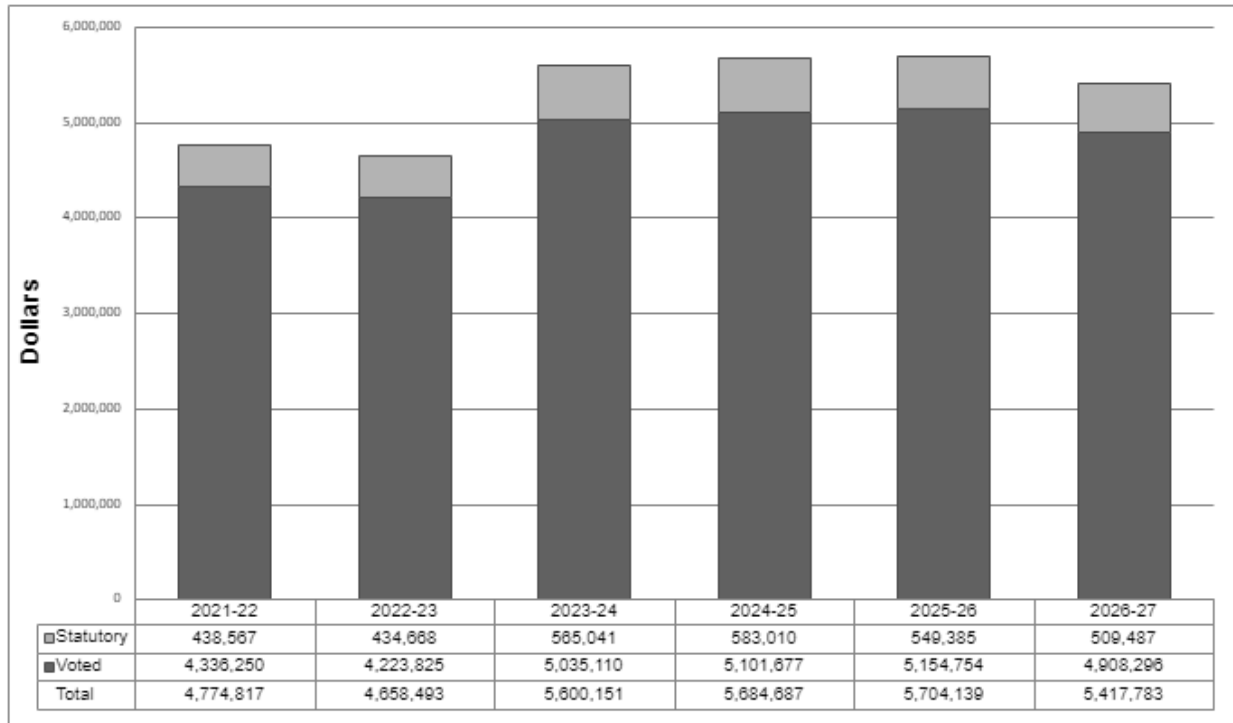
The MPCC’s planned spending for 2024-25 is based on its anticipated Main Estimates of \$5.68 million. Planned spending is higher for both 2024-25 and 2025-26, as it includes a temporary fund transfer from the Department of National Defence starting on April 1<sup>st</sup>, 2024.

## Funding

### Departmental spending 2021–22 to 2026–27

Figure 1: Planned spending over time (dollars)

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



The spending graph above demonstrates the constant rise in expenditures over the past few years. This trend is expected to continue. There was an exception in 2022-23, where key positions were vacant pending Governor in Council appointments.

### Estimates by vote

Information on the MPCC’s organizational appropriations is available in the [2024–25 Main Estimates](#).

### Future-oriented condensed statement of operations

The [future-oriented condensed statement of operations](#) provides an overview of the MPCC’s operations for 2023–24 to 2024–25.

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 [MPCC’s website](#).

Table 7: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial Information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	6,081,987	6,056,126	(25,861)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	6,081,987	6,056,126	(25,861)

The MPCC's 2024-25 planned results reflect the amounts it plans on receiving through the 2024-25 Main Estimates and does not assume any surpluses or additional sources of funding. In fact, a very small operating budget carry-forward is anticipated for 2024-25, which puts the MPCC at financial risk. The MPCC engaged the Minister of National Defence for additional funding, to allow the MPCC to deliver on its core mandate. In January 2024, the Minister approved a sum of \$250,000 in permanent funding and \$250,000 in temporary funding, starting April 1, 2024.

## Human resources

### Actual human resources summary for core responsibilities and internal services

Table 8: Actual human resources summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the MPCC's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on the year to date.

Core responsibilities and internal services	2021–22 actual full-time equivalents	2022–23 actual full-time equivalents	2023–24 forecast full-time equivalents
Independent Oversight of the Military Police	16	16	15
<b>Subtotal</b>	<b>16</b>	<b>16</b>	<b>15</b>
Internal services	14	14	16
<b>Total</b>	<b>30</b>	<b>30</b>	<b>31</b>

The MPCC’s FTE count has remained stable over the past few years, evenly divided between its one core program and internal services.

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

Table 9: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the MPCC’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
Independent Oversight of the Military Police	16	16	16
<b>Subtotal</b>	<b>16</b>	<b>16</b>	<b>16</b>
Internal services	15	15	15
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>

The MPCC’s FTE count is forecasted to remain stable at 31 with no major changes anticipated in this area for the next few years.

## Corporate information

### Organizational profile

**Appropriate minister(s):** The Honourable Bill Blair, Minister of National Defence

**Institutional head:** Me Tammy Tremblay, Chairperson

**Ministerial portfolio:** [National Defence Portfolio](#)

**Enabling instrument(s):** [National Defence Act, Part IV](#)

**Year of incorporation / commencement:** 1998

**Other:** For more information, please visit the [MPCC website](#)

## Organizational contact information

### Mailing address

270 Albert Street, 10<sup>th</sup> floor

Ottawa, ON K1P 5G8

Canada

Contact us to schedule a private consultation.

**Telephone:** 613-947-5625 or toll-free at 1-800-632-0566

**Email:** [commission@mpcc-cppm.gc.ca](mailto:commission@mpcc-cppm.gc.ca)

**Website(s):** [mpcc-cppm.gc.ca](http://mpcc-cppm.gc.ca)

## Supplementary information tables

The following supplementary information tables are available on the [MPCC's website](#):

- [Gender-based analysis +](#)

Information on the MPCC's departmental sustainable development strategy can be found on the [MPCC's website](#)

## Federal tax expenditures

The MPCC'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](#). 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 GBA+.



## 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+) (analyse comparative entre les sexes plus [ACS+])**

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA+ 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 the diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA+ is an intersectional analysis that goes beyond biological (sex) and sociocultural (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 2024–25 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.

**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.

**Indigenous business (entreprise autochtone)**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

**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 compared 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.