



**NATIONAL
POLICE
FEDERATION**

**FÉDÉRATION
DE LA POLICE
NATIONALE** TM

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November 27, 2025

Reeve Robert Willing
Municipal District of Peace No. 135
via email: info@mdpeace.com

Dear Reeve Willing,

On behalf of the National Police Federation (NPF) and its Members, I want to congratulate you on starting your term as Reeve of The Municipal District of Peace No. 135. We further congratulate your Council members on their successful election or acclimation as well.

As you may know, the NPF is the sole certified bargaining agent representing close to 20,000 Members of the Royal Canadian Mounted Police (RCMP) across Canada and internationally, including over 3,100 serving in Alberta. The NPF's mission is to provide strong, fair, and progressive representation, that promotes and enhances the rights of RCMP Members while advancing public safety outcomes across Canada.

Our Members are proud to deliver policing services through 113 detachments across Alberta, serving more than 1.5 million residents and covering 99% of the province's geography. Given recent developments, we would like to share important updates with you and your councils regarding the state of RCMP policing in Alberta. In July 2025, the RCMP Commissioner reaffirmed to Premier Smith the RCMP's ongoing commitment to serving Albertans now and well into the future. Likewise, in [October 2025](#) the federal Minister of Public Safety confirmed that early negotiations with contracting partners for policing agreements beyond 2032 will begin in the coming months. Provinces such as [British Columbia](#) and [Nova Scotia](#) have already announced their intent to renew and strengthen their RCMP contracts, reinforcing the long-term stability of the RCMP policing model.

Alberta is also seeing positive momentum. The first all-Alberta troop began training at Depot in September 2025, demonstrating strong interest from new recruits who have chosen Alberta as their preferred posting. As of late 2025, the Alberta RCMP's vacancy rate sits at approximately 16%—including 152 hard vacancies (8.6%) and 133 soft vacancies (7.5%)—rates that are comparable to other police services when accounting for medical, parental, and other approved leaves. In addition, the Government of Canada is [hiring 1,000 new RCMP personnel](#) nationally, further underscoring a clear message: the Alberta RCMP is here to stay.

We invite you to consider the attached polling which demonstrates public support for the Alberta RCMP. Five years of polling conducted by Pollara Strategic Insights show Albertans support their RCMP, with 81% agreeing that there are more important priorities for Alberta than changing who polices communities. To this end, 76% of Albertans in RCMP-served areas are satisfied with their policing. These results echo the findings made by many recent municipal police services reviews, which found low public support for wholesale changes in policing, alongside quantifiable cost impacts. We further invite you to consider the findings of recent police service model reviews:

- [Red Deer's \(2020\) review](#): Found transition costs of \$13.5M and 16% higher annual operating costs (~\$7M). Chose to retain the Alberta RCMP.
- [Airdrie's \(2024\) review](#): No change; public safety concerns raised were not unique to the RCMP.

M.2.

- [Grande Prairie's \(2023\) review](#): Transition approved, despite projected one-time costs of \$19M and \$2-\$4M more in annual operating costs.
 - [As of May 2025](#), an additional \$7m in provincial funding has been granted to Grande Prairie in addition to the previously committed \$9.7m from the GoA, demonstrating the immense increase in financial support required to push the service toward a feasible launch.
- [Beaumont's \(2024\) review](#): Recommended efficiencies to improve the existing RCMP model.
- [Olds' \(2024\) review](#): Found municipal policing cost 57% more in Year 1, increasing to 84% by Year 3; chose to retain the RCMP.
- [Rocky Mountain House \(2025\) review](#): Found increased costs were ineffective and the current contract could be better optimized rather than considering a new regional service, an APPS, or a new municipal service.

Prior to the 2025 Municipal Election, the Government had announced the formation of the Alberta Sheriffs Police Service (ASPS) unilaterally without consultation with communities, Albertans, or organizations such as Alberta Municipalities or the Rural Municipalities of Alberta. Despite there being no costing, plan, or open-door consultation, Government is proceeding with the creation of this service. The only fact we can rely on is that another duplicate service will cost all Albertans more, risking increased property taxes for your community or reduced services for municipalities to fund this experiment. In 2021, the government's own report estimated **\$372 million in start-up costs** and **\$164 million more in annual operating costs** for a provincial police service. Today, there are no updated cost estimates, despite inflation and a major shift in the province's fiscal reality.

These developments require a cohesive approach to effectively address in the best interests of communities. If you would like us to present to your Council on Alberta's public safety landscape, or to further discuss public safety concerns, please contact Maryanne King, Government Relations Advisor, at mking@npf-fpn.com.

Once again, we congratulate you and we look forward to connecting with you at your convenience.

Sincerely,



Brian Sauvé
President and CEO

Attachments: Polling 2025

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NATIONALE

National Police Federation Alberta

Wave 8

August 2025

pollara
40 years of strategic insights

Methodology

Field Window	Wave 8 – August 6 to 20, 2025
Sampling	Online survey of randomly-selected sample of 1,200 Adult (18+) Alberta Residents
Reliability	As a guideline, a probability sample of this size carries a margin of error of ± 2.8% , 19 times out of 20. The margin of error is larger for sub-segments.
Weighting	Data has been weighted using the most current age, gender & region Census data, to ensure the sample reflects the actual population of adult Albertans.

REGIONAL DISTRIBUTION		
REGION	UNWEIGHTED Counts	Margin of Error
Calgary	200	±6.9%
Edmonton	200	±6.9%
Calgary Suburbs	101	±9.8%
Edmonton Suburbs	104	±9.6%
Rural North	184	±7.2%
Rural Central	204	±6.9%
Rural South	207	±6.8%
TOTAL ALBERTA	1,200	± 2.8%

WAVE	DATES IN FIELD	TOTAL RESPONDENTS
W1	Oct 21 – 28, 2020	1,300
W2	Apr 30 – May 7, 2021	1,228
W3	Oct 21 – Nov 4, 2021	1,221
W4	Jul 6 – 19,, 2022	1,206
W5	Sept 15 – Oct 4, 2023	1,202
W6	Jun 14 – Jun 24, 2024	1,200
W7	April 17 to 28, 2025	1,201
W8	Aug 6 to Aug 20, 2025	1,200

Leader Impressions & Priorities

Affordability & Cost-of-Living tops list of priority issues for Albertans

- Policing & Public Safety is top priority issue for 1% of Albertans. It ranks last on a list of seven priorities provided to respondents.

	TOTAL			REGION								GENDER		AGE		
	W8	W7	W6	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	All Rural	M	F	18-34	35-54	55+
Affordability and Cost-of-Living	43	41	48	43	43	38	47	43	45	43	44	41	45	49	46	36
Health Care	20	27	24	19	22	18	20	19	20	24	21	18	23	8	16	32
Alberta's Economy	19	16	14	22	15	25	17	19	20	12	18	23	15	21	19	17
Education	4	3	3	3	5	3	2	5	3	3	4	2	5	3	5	3
Climate Change & Environment	3	4	4	3	5	1	3	3	3	4	3	3	3	4	3	3
Indigenous Reconciliation	2	1	0	2	1	5	2	2	-	2	2	2	2	3	1	1
Policing and Public Safety	1	2	1	-	2	4	-	2	4	-	2	2	1	2	1	1

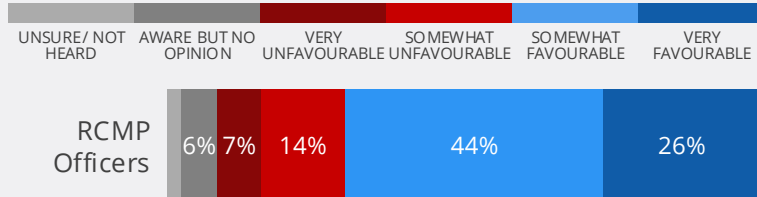


2. When it comes to the following issues facing Alberta today, which is your top priority that you would like the Premier Danielle Smith and the Alberta government address? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200). *Some other issue (5%); None of the above (1%); Not sure (2%)*

Over two-thirds of Albertans have favourable impression of RCMP Officers

- Increase in favourable impressions of RCMP Officers (70%) to higher end of range (65% to 71%) over 8 waves.
- Favourable impressions of RCMP Officers range from 62% to 74% across the regions, with highest level in Edmonton (74%).

Impression of Organizations



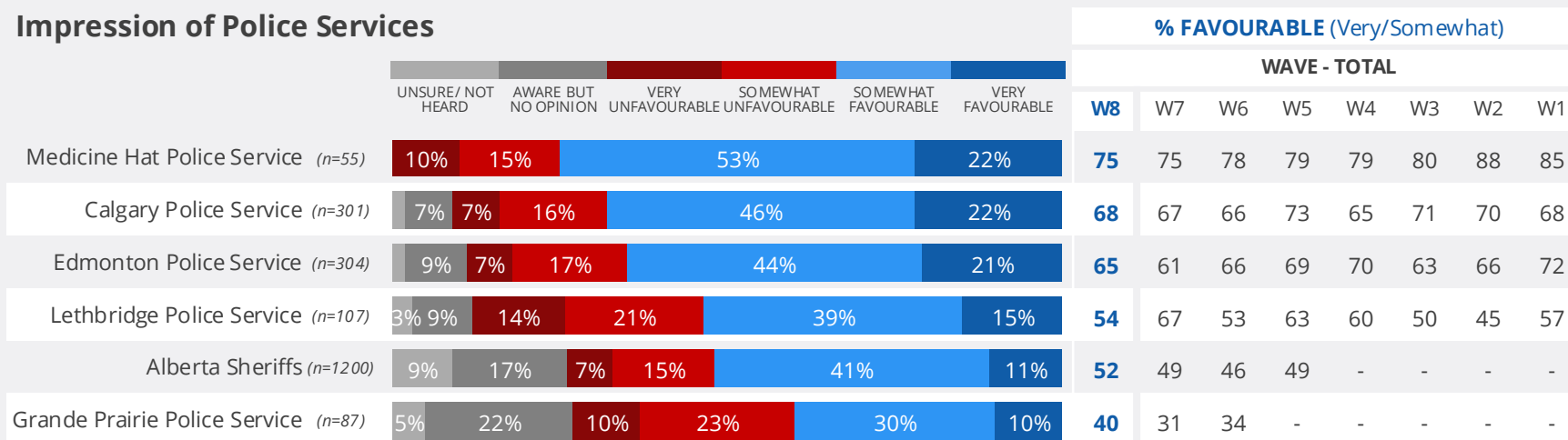
% FAVOURABLE (Very/Somewhat)																
WAVE - TOTAL								REGION						RCMP SERVED		
W8	W7	W6	W5	W4	W3	W2	W1	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	Yes	No/Unsure
70	66	67	69	66	71	65	70	69	74	62	66	73	69	71	72	69

Q 4. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option. Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

Police and Sheriff services in Alberta have net-favourable impressions

- Over half (52%) have favourable impression of Alberta Sheriffs compared to 22% with unfavourable impression.
- Two-thirds (68%) of City of Calgary and Calgary suburbs residents have favourable impression of Calgary Police Service; 65% of City of Edmonton and Edmonton suburbs residents have favourable impression of Edmonton Police Service.
- Favourable impressions for smaller police services (note: smaller samples) range from 40%/33% (favourable/unfavourable) for Grande Prairie Police Service to 54%/33% for Lethbridge Police Service, and 75%/25% for Medicine Hat Police Service.

Impression of Police Services

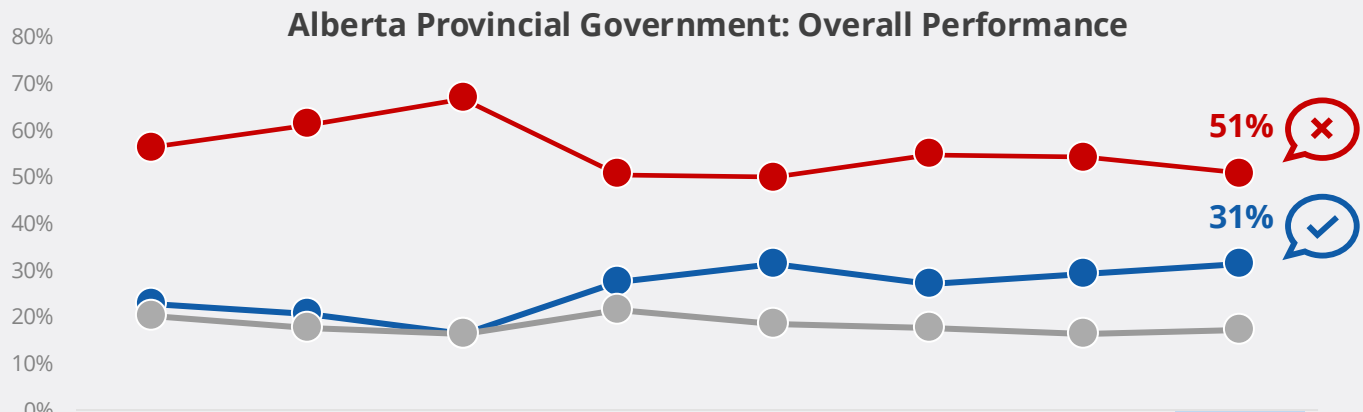


Q 3. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.
Base: TOTAL W8 (N=Varies).

Alberta Politics and AB NEXT Panel

Majority of Albertans say provincial government heading off in wrong direction

- Those saying provincial government is on “right track” increased marginally (+4%) since wave 6.



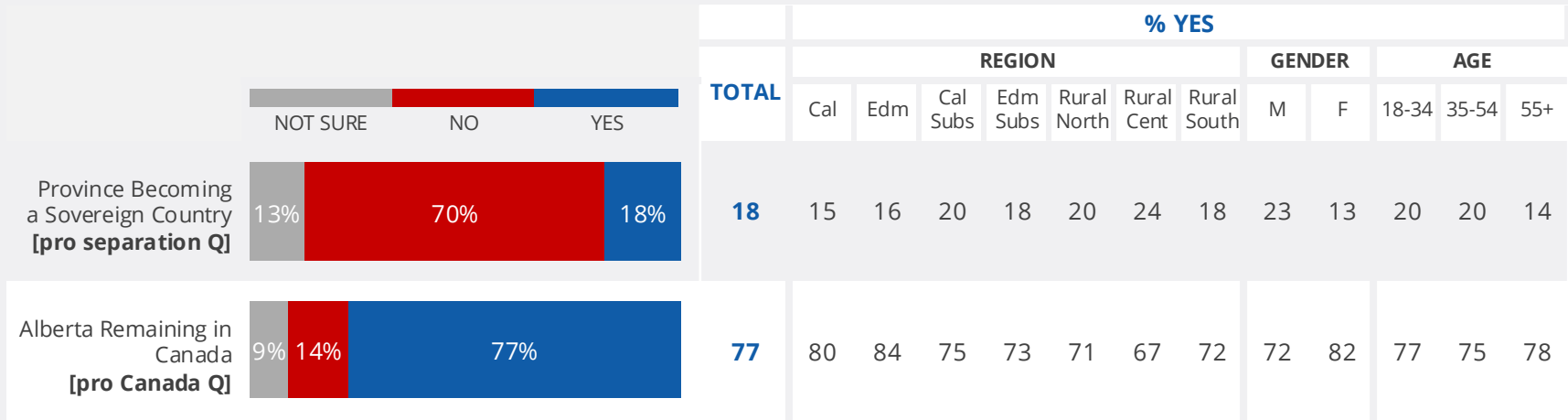
- WRONG DIRECTION
- RIGHT TRACK
- NOT SURE

	W1 Oct'20	W2 Apr'21	W3 Oct'21	W4 Jul'22	W5 Sept'23	W6 Jun'24	W7 Apr'25	W8 Aug'25
WRONG DIRECTION	56%	61%	67%	51%	50%	55%	54%	51%
RIGHT TRACK	23%	21%	16%	28%	31%	27%	29%	31%
NOT SURE	21%	18%	16%	22%	19%	18%	16%	18%

Q 1. In Alberta today, do you think the provincial government is on the right track, or do you think it is heading off in the wrong direction?
 Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

Less than 1-in-5 support separation option in competing questions

- Two questions were asked of respondents, one from 'pro Canada' advocates and one from 'pro Alberta separation' advocates.
- In the pro separation question, 18% said they agreed that "the province shall become a sovereign country and cease to be a province of Canada" while 70% did not agree (13% not sure).
- In the pro Canada question, 14% disagreed that "Alberta should remain in Canada" while 77% agreed ("yes").

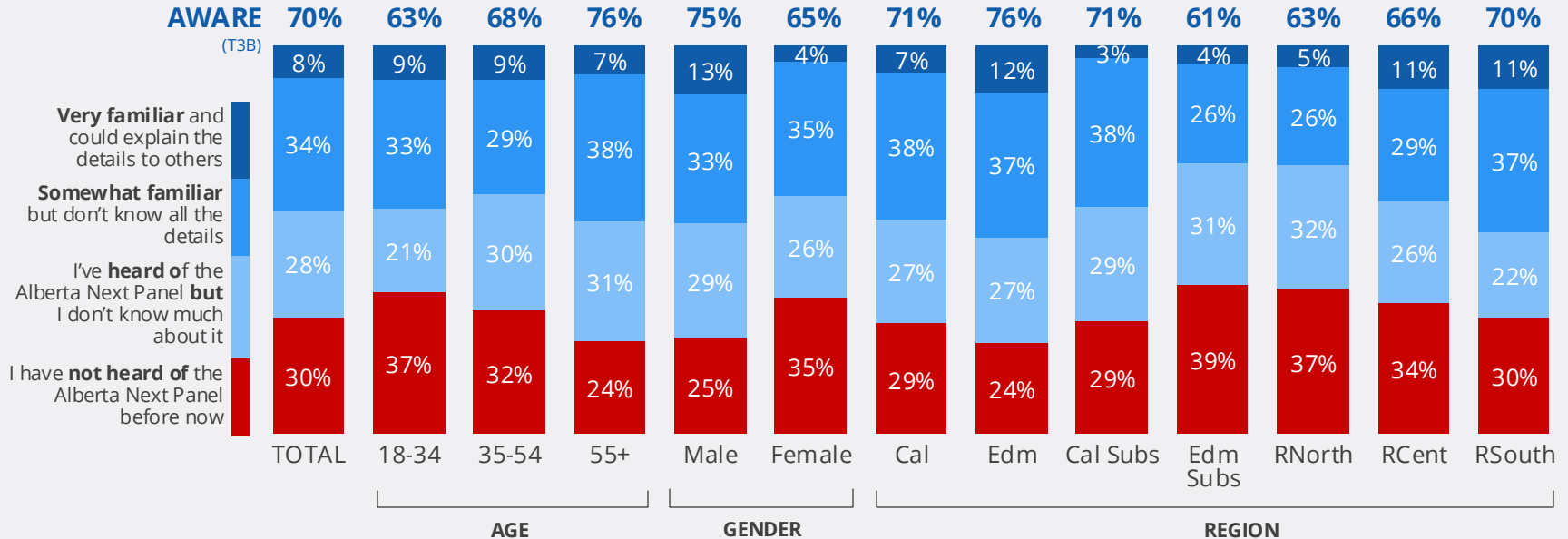


Q Base: TOTAL W8 (N=1,200)
 3A - Do you agree that the province shall become a sovereign country and cease to be a province of Canada? [pro separation Q]
 3B - Do you agree that Alberta should remain in Canada? [pro Canada Q]

Over two-thirds say they are familiar with Alberta Next Panel

- Familiarity ranges from 63% among 18-34 age group to 76% among 55+ age group.
- Men are more likely to say “very familiar” (13%) compared to women (4%).

Familiarity with the Alberta Next Panel



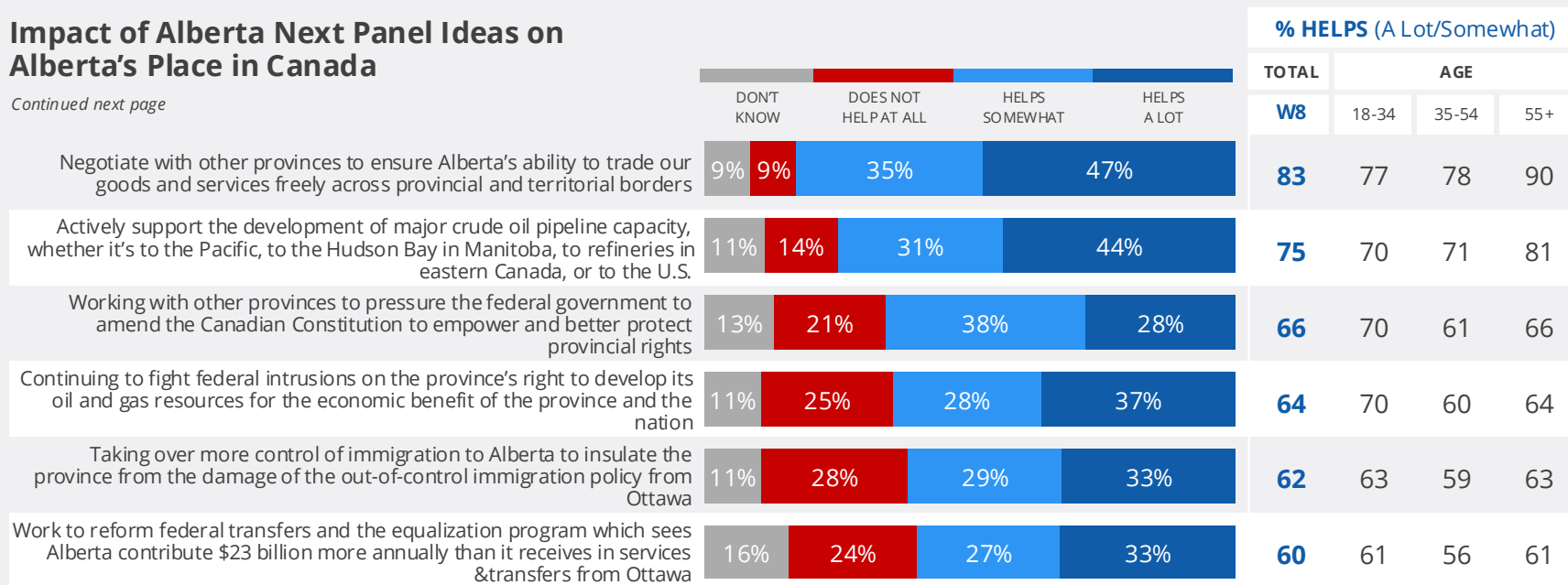
7. Premier Danielle Smith and her government launched the Alberta Next Panel which has been touring the province of Alberta convening community town hall meetings. How familiar are you with the Alberta Next Panel? Base: TOTAL W8 (N=1,200).

Improving Alberta's place in Canada: economic priorities and provincial rights among Albertans' top priorities in improving place in Canada

- Trading freely across provincial and territorial borders and supporting the development of major crude oil pipeline capacity are top two priorities overall that help improve Alberta's place in Canada.
- Of the 12 items tested, other top 6 priorities include: amend the Constitution to better protect provincial rights, fight federal intrusions on oil and gas, taking more control over immigration, and reforming federal transfers and equalization

Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued next page



Q 8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?
Base: TOTAL W8 (N=1,200).

Improving Alberta's place in Canada: majority say ending RCMP contract/ establishing Alberta Provincial Police Service "does not help at all"

- Half (50%) say ending Alberta's contract with the RCMP ... and establishing an Alberta Provincial Police Service "does not help at all" while 31% say it helps (a lot/somewhat).
- Of 12 items tested, ending the RCMP contract/establishing provincial police service ranks 11th in terms of helping improve Alberta's place in Canada, at about the same level as "hold a referendum on separation from the rest of Canada" (30%)

Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

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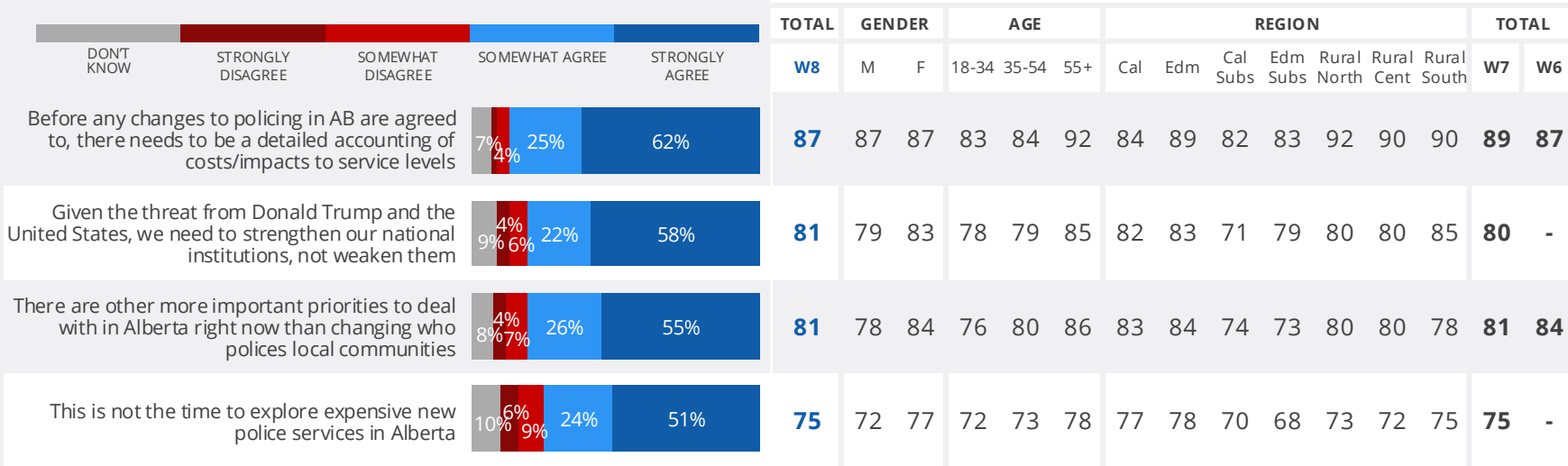
					% HELPS (A Lot/Somewhat)			
	DONT KNOW	DOES NOT HELP AT ALL	HELPS SOMEWHAT	HELPS A LOT	TOTAL	AGE		
	W8	18-34	35-54	55+				
Require provincial entities to obtain prior approval from Alberta's government before entering into, amending, extending/renewing an agreement with federal government	21%	29%	31%	19%	50	53	49	50
Alberta strengthening bilateral trade ties with the United States	14%	36%	32%	18%	50	50	53	48
Withdrawing from the joint tax collection agreement with the Canada Revenue Agency (CRA) and having Albertans instead file their income taxes with the province of Alberta	19%	45%	18%	18%	36	45	40	26
Withdrawing from the Canada Pension Plan (CPP) and establishing a new Alberta Pension Plan where Albertans would save and collect benefits from	17%	50%	18%	15%	33	46	36	21
Ending Alberta's contract with the RCMP for provincial policing in communities and establishing an Alberta Provincial Police Service	19%	50%	20%	11%	31	39	36	22
Hold a referendum on separation from the rest of Canada	12%	58%	14%	15%	30	35	30	26

Q 8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

3-in-4 agree “This is not the time explore expensive new police services in Alberta”

- Majority (56%) agree “if the federal government approves an oil pipeline, the Alberta government should drop its plan to replace RCMP”.
- Almost 9-in-10 (87%) Albertans continue to agree that there needs to be a detailed accounting of costs/impacts to service levels.
- Over 4-in-5 (81%) agree that “given the threat from Donald Trump... we need to strengthen our national institutions, not weaken them”.

Agreement With Key Statements



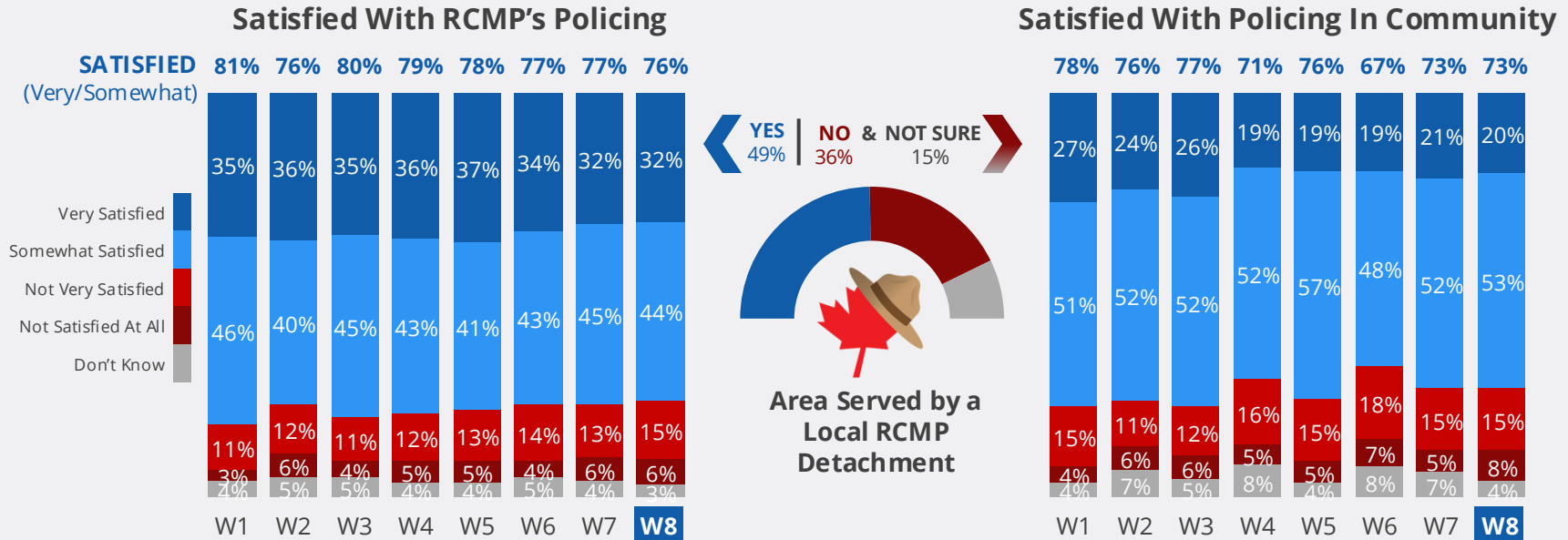
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Q 25. Please indicate to what extent do you agree or disagree with the following statements:
 Base: TOTAL W8 (N=1,200); W7 (N=1,201)

RCMP Satisfaction

Over three-quarters satisfied with RCMP's policing

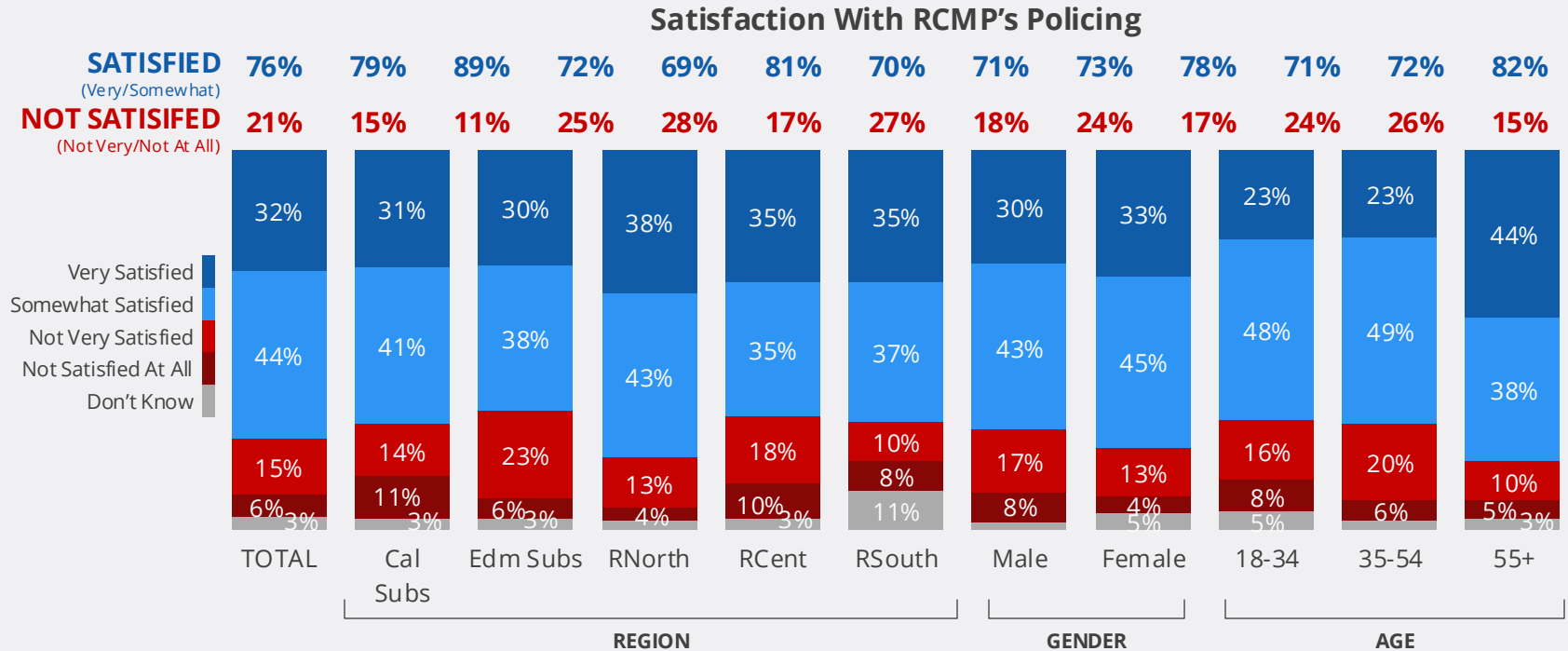
- Satisfaction with RCMP's policing of their community (76%).
- Almost three-in-four satisfied with policing in non-RCMP served communities (73%).



Q Now, here are some questions about policing in Alberta. | 9. Is your municipality or local area served by a local RCMP detachment? Base: TOTAL. W8 (N=1,200); W7 (N=1,201) | 10. How satisfied are you with the RCMP's policing of your community? Base: Yes, at Q4: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=696); W3 (N=727); W2 (N=733); W1 (N=809) | 11. How satisfied are you with the policing in your community? Base: No or Not Sure at Q4: W8 (N=471); W7 (N=483); W6 (N=522); W5 (N=503); W4 (N=510); W3 (N=494); W2 (N=495); W1 (N=491).

Satisfaction with RCMP's policing:

- Regionally, satisfaction ranges from 70% in Rural Central to 84% in Calgary suburbs.
- Women more likely to be satisfied with RCMP's policing (82%); 55+ age group most satisfied with RCMP's policing (83%).



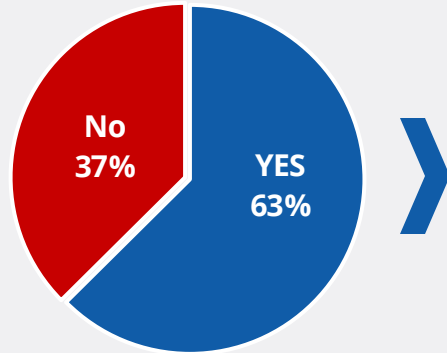
Q 10. How satisfied are you with the RCMP's policing of your community?
 Base: Local Area Served by RCMP: W8 (N=729).

Alberta Provincial Police Service [APPS]

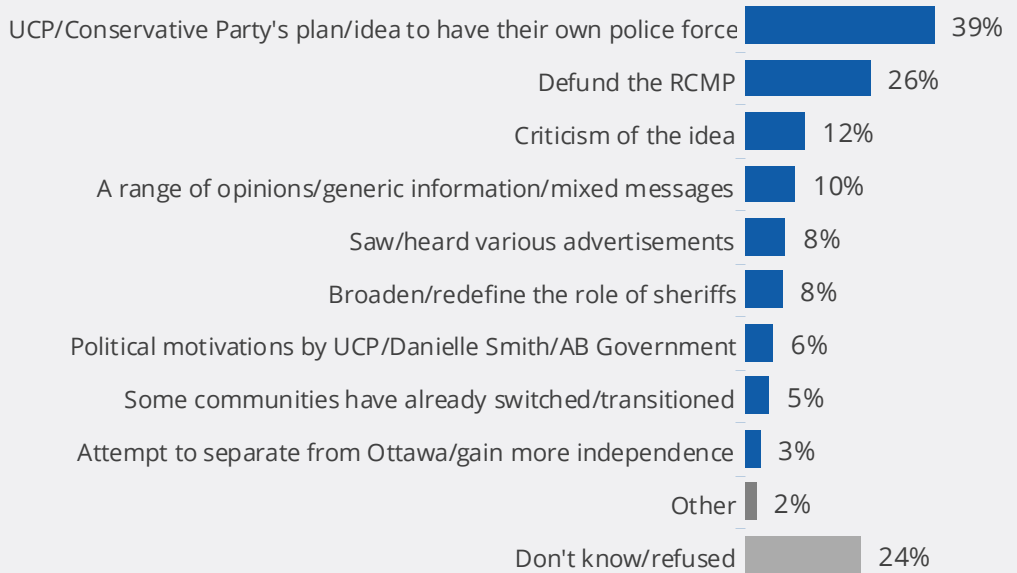
Majority aware of Alberta's plan to replace RCMP with Alberta Provincial Police Service

- Read, seen, heard comments about Alberta Provincial Police Service (APPS) include government plan to have own police force, defunding the RCMP, criticism of government, broadening role of sheriffs, and comments related to Alberta separation.

Awareness of Alberta's Plan to Replace RCMP with Alberta Provincial Police Service



Read, Seen or Heard

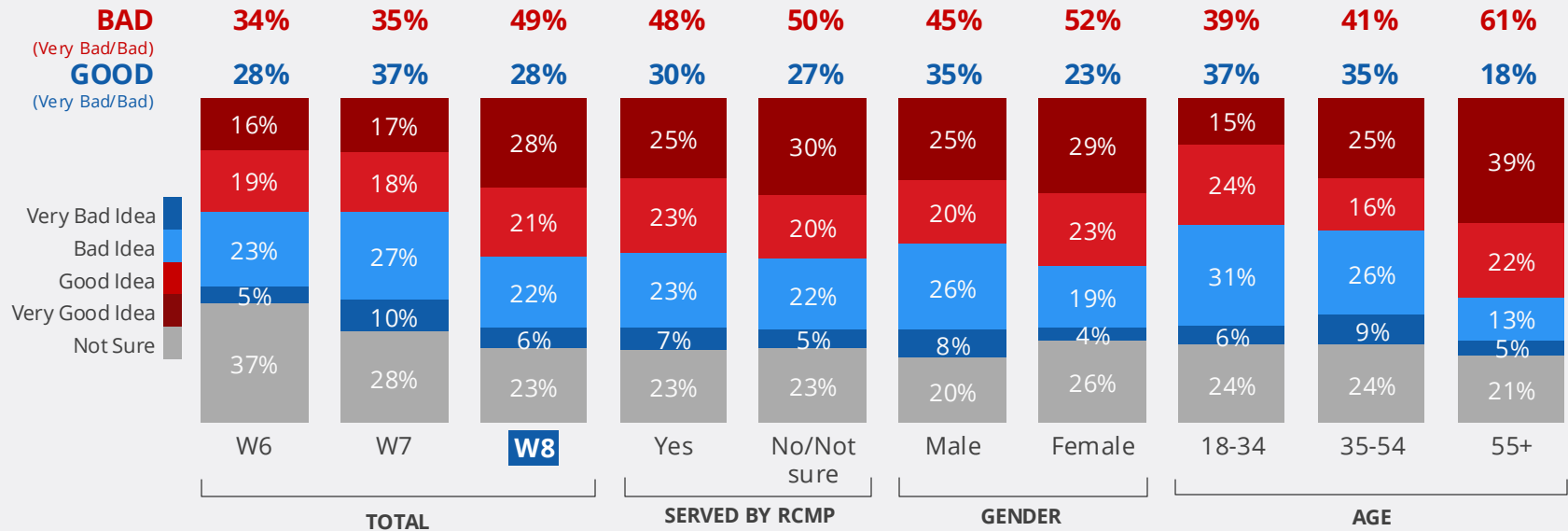


13. Before responding to this survey, had you read, seen, or heard anything the Alberta government's plan to replace the RCMP with a new Alberta Provincial Police Service? Base: TOTAL W8 (N=1,200) | 14. And what have you read, seen or heard? BASE: Yes, at Q13 (N=804).

Almost half say replacing RCMP with Alberta Provincial Police Service is a “bad idea”

- Those saying APPS is a bad idea (49%) includes majority of women (52%), 55+ age group (61%).
- Those saying APPS is a good idea (28%) is higher among men (35%), 18-34 age group (37%).

Perception of Replacing RCMP with Alberta Provincial Police Service – Pre Test

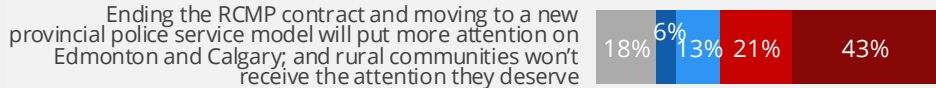
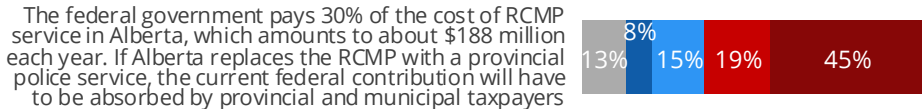
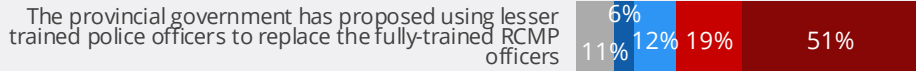


Q 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea? Note: The name of the agency has changed from IAPS to APPS. Base: TOTAL W8 (N=1,200); W7 (N=1,201).

Using lesser trained police officers to replace fully-trained RCMP officers is top among messages driving opposition to replacing RCMP with APPS

- Over 7-in-10 (71%) are more opposed to replacing RCMP with APPS based on using lesser trained officers to replace fully-trained RCMP officers, including over half (51%) that are much more opposed.
- A range of 63-64% are more opposed to replacing RCMP with APPS based on increased costs and potential impact on rural areas.

Support/Opposition For APPS*



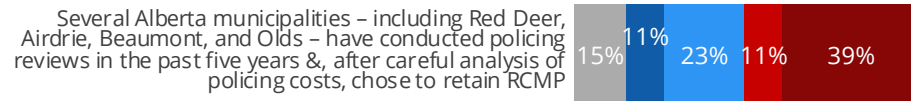
% OPPOSED (Much More/Somewhat More)													
TOTAL	GENDER		AGE			REGION						TOTAL	
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7*
71	67	74	64	66	79	68	72	66	67	77	74	74	59
64	60	67	54	61	73	65	62	54	61	67	67	67	65
63	58	69	55	58	74	62	60	63	64	67	70	68	61
63	59	66	51	60	73	64	63	57	59	63	65	64	59

16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: The name of the agency has changed from IAPS to APPS.

Majority more opposed to replacing RCMP with APPS based on local government concerns

- Majority (58%) more opposed to replacing RCMP with APPS based on local governments voicing concerns regarding increased costs, including 61% of women, 66% of 55+ age group and 66% of Rural Central.
- “Ending the contract with the RCMP will give Albertans more control over policing...” made 37% more supportive of plan to replace RCMP with APPS.

Support/Opposition For APPS*

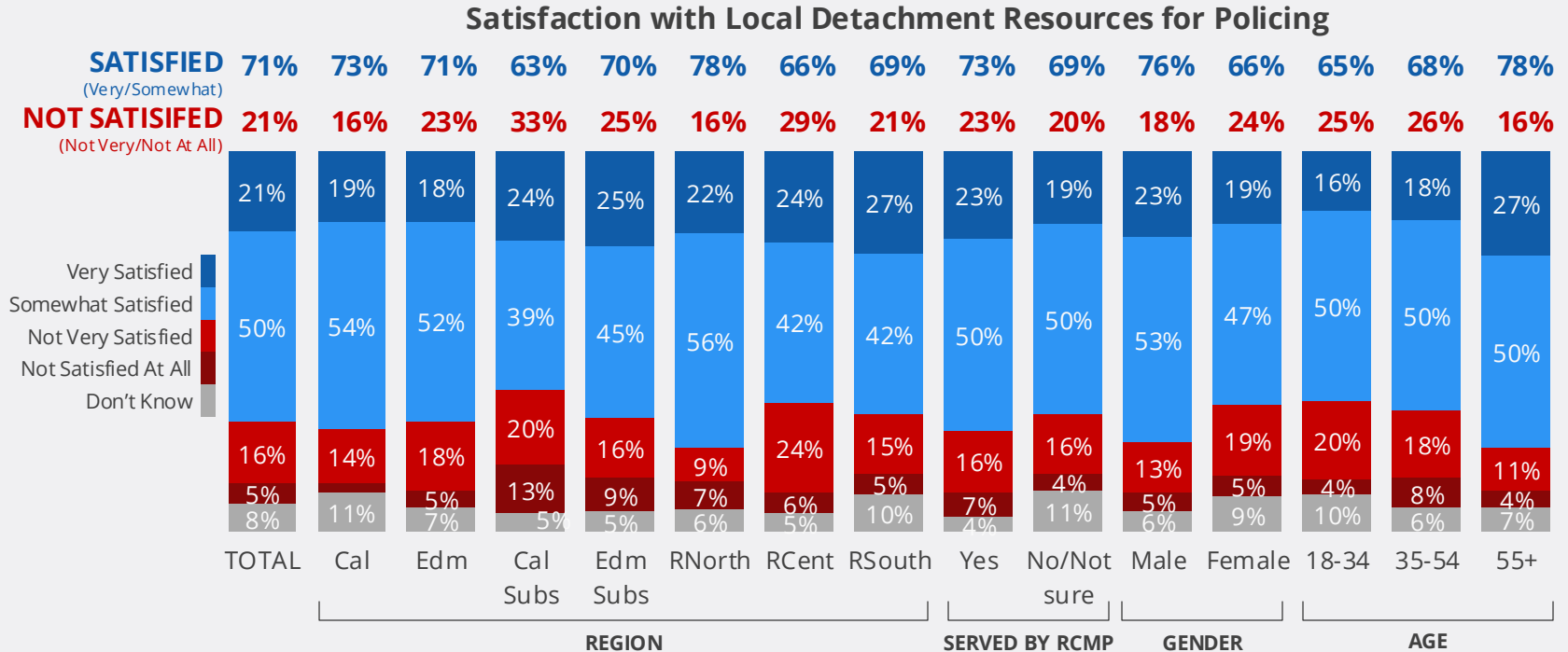


% OPPOSED (Much More/Somewhat More)														
TOTAL	GENDER		AGE			REGION						TOTAL		
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7*	W6*
58	54	61	52	53	66	55	60	57	52	58	66	62	57	63
51	49	52	48	46	56	47	52	46	46	53	56	60	51	-

16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: comparing APPS (W8) to previously proposed IAPS (W6/W7)

Over 7-in-10 satisfied that their local detachment has adequate resources to police their community

- Across rural areas, satisfaction ranges from 66% in Rural Central to 69% in Rural South and 78% in Rural North.

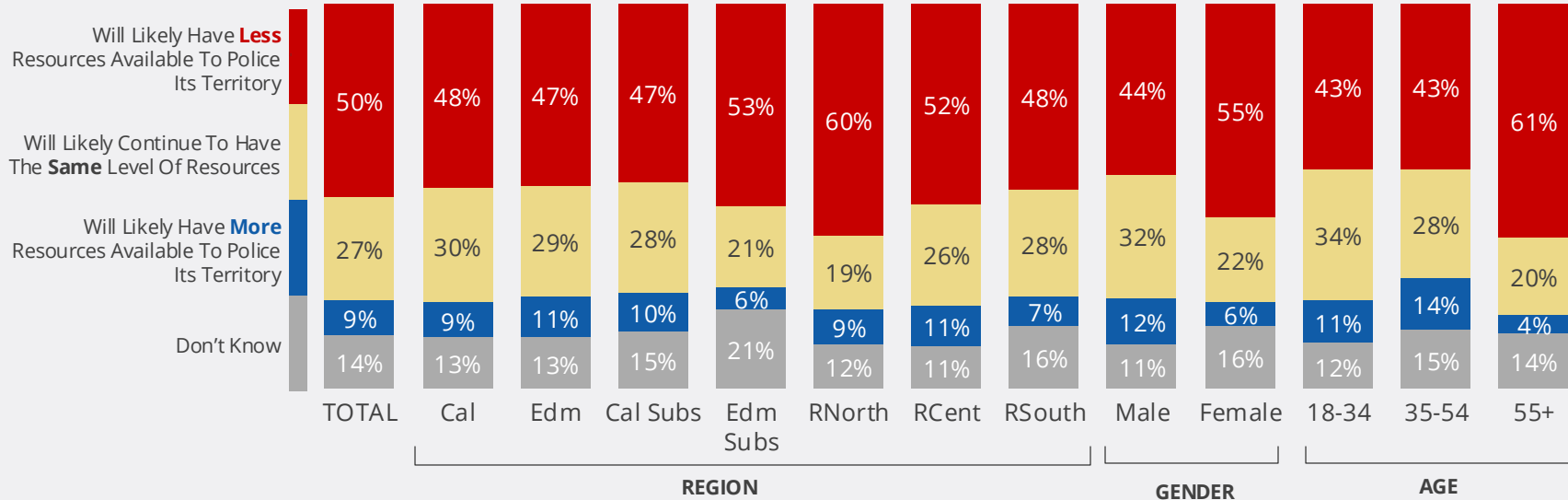


17. Thinking about policing in your community, how satisfied are you with your local detachment having adequate resources to police your community?
 Base: TOTAL W8 (N=1,200).

Majority say their community's police service will have less resources available to police its territory if RCMP replaced with APPS

- While half (50%) say their community will likely have less resources for policing, 9% said it is likely there would be more resources available, and 27% said it is likely their community will have the same level of resources for policing.

Expected Resource Levels if RCMP is Replaced with Alberta Provincial Police Service

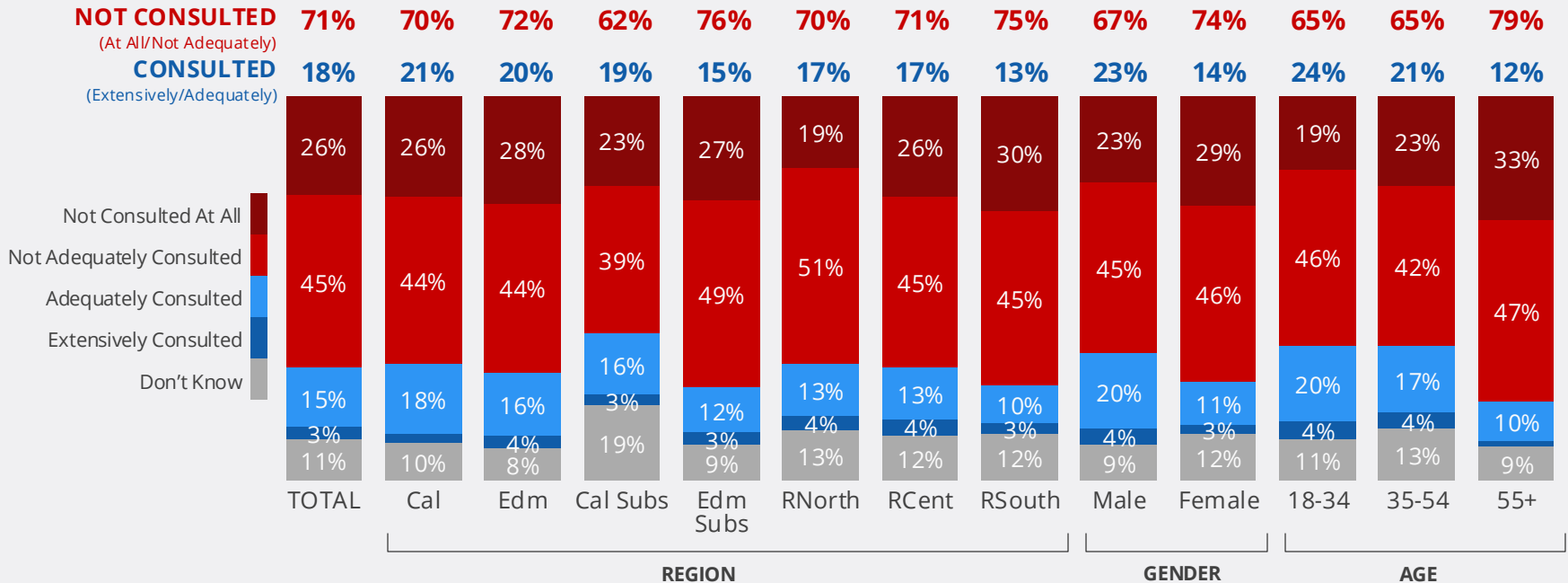


Q 18. The community police service in each municipality in Alberta is funded by the local government. RCMP-served communities receive additional funding from the federal government. If Alberta replaces the RCMP with a new Alberta Provincial Police Service, the current federal contribution would have to be absorbed by provincial and municipal taxpayers. Thinking about this, do you feel that your community's police service will have more, less, or the same level of resources available to police its territory? Base: TOTAL W8 (N=1,200).

Over 7-in-10 say public has not been adequately consulted on idea of replacing the RCMP with a new Alberta Provincial Police Service

- Over 1-in-4 (26%) say the public has “not been consulted at all” including 33% of 55+ age group.

Perceived Public Consultation on Replacing RCMP with Alberta Provincial Police Service

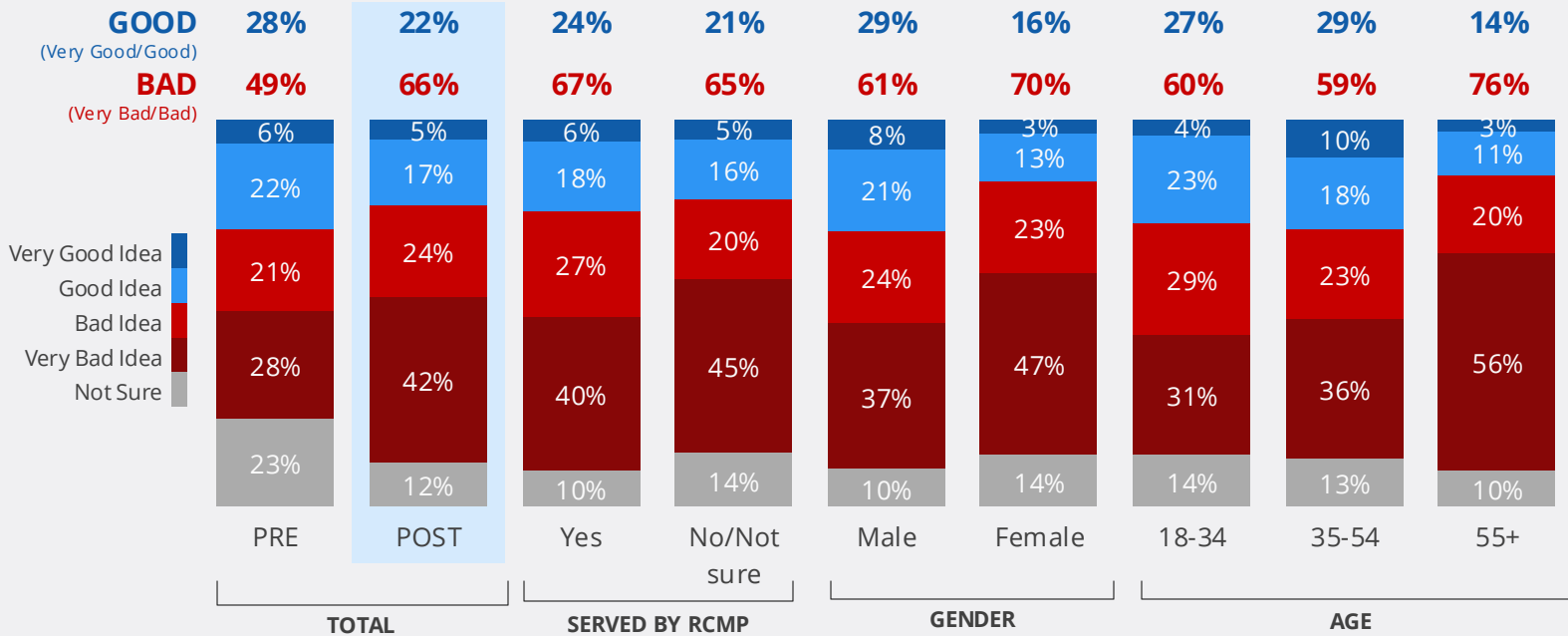


Q 19. To what extent do you think the public has been consulted about the idea of replacing the RCMP with a new Alberta Provincial Police Service?
 Base: TOTAL W8 (N=1,200).

Post-test: Those saying replacing RCMP with Alberta Provincial Police is a bad idea increases significantly

- Those saying replacing the RCMP with APPS is a bad idea moves from 49% (pre-test) to 66% (post-test), including an increase among those saying it's a "very bad idea" from 28% to 42%.

Replacing RCMP with Alberta Provincial Police Service – Post Test

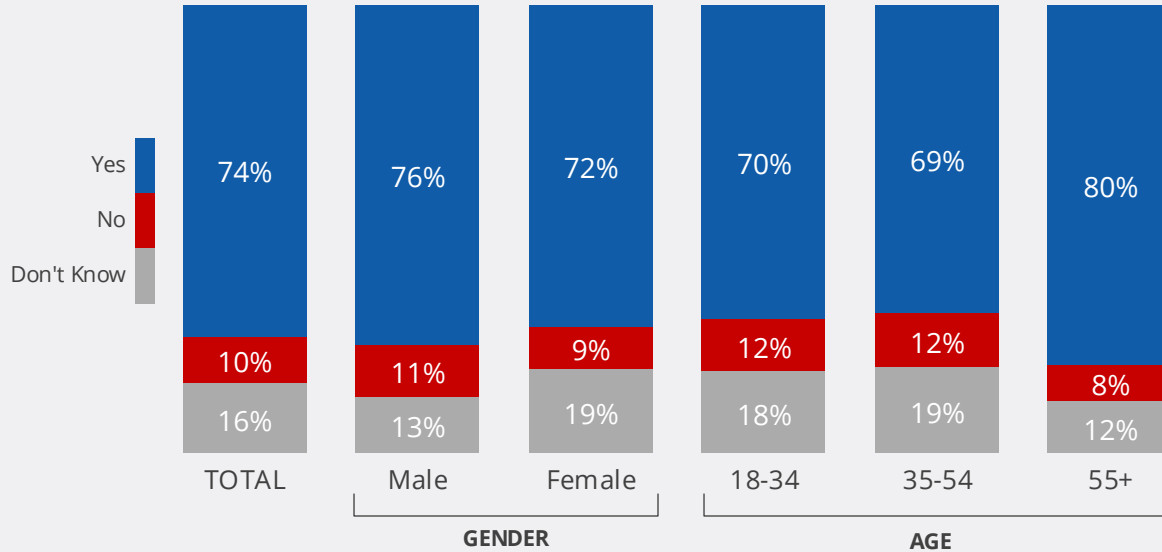


Q 20. Now that you reviewed additional information, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?
 PRE: 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?
 Note: The name of the agency has changed. Base: TOTAL W8 (N=1,200).

About 3-in-4 say a decision to replace the RCMP with a new Alberta Provincial Police Service should require approval by referendum

- If provincial government moves to replace the RCMP with a new APPS, those saying it should require approval by referendum, and broad support among gender and age groups.

Approval by Referendum for Replacing RCMP with Alberta Provincial Police Service

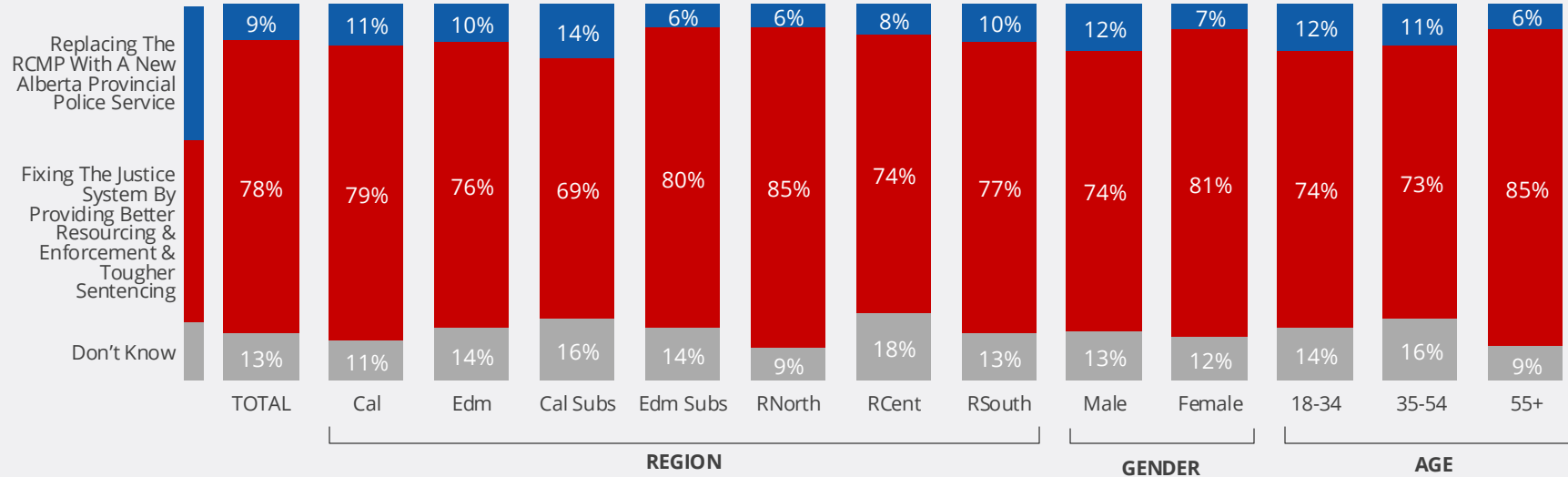


22. The provincial government recently held a province-wide referendum on equalization measures. If a decision is made by the provincial government to replace the RCMP with a new Alberta Provincial Police Service, should that decision also require approval by referendum? Base: TOTAL W8 (N=1,200).

Vast majority want government's focus on fixing the justice system rather than replacing the RCMP with a new Alberta Provincial Police Service

- Almost 4-in-5 (78%) prefer “fixing the justice system by providing better resourcing and enforcement, and tougher sentencing” over “replacing the RCMP with a new Alberta Provincial Police Service” (9%).

Premier Danielle Smith and Government's Focus on Public Safety in Alberta

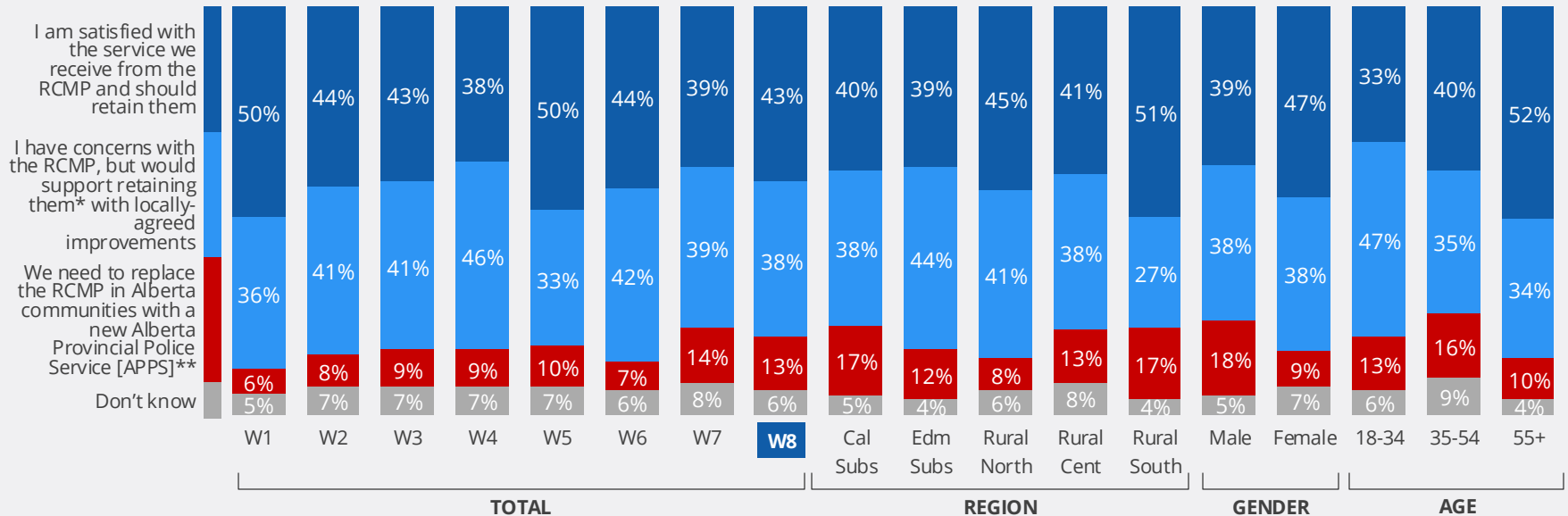


Q 23. When it comes to public safety in Alberta, do you think Premier Danielle Smith and the UCP government's focus should be on...
Base: TOTAL W8 (N=1,200).

Post-test among RCMP Communities: Tracking across 8 waves

- Among those in RCMP-served communities, 81% would retain RCMP which is within the range (78% to 86) over 8 waves.
- Those saying the RCMP needs to be replaced is at 13%, marginally lower than wave 7, but higher than levels in waves 1-6.

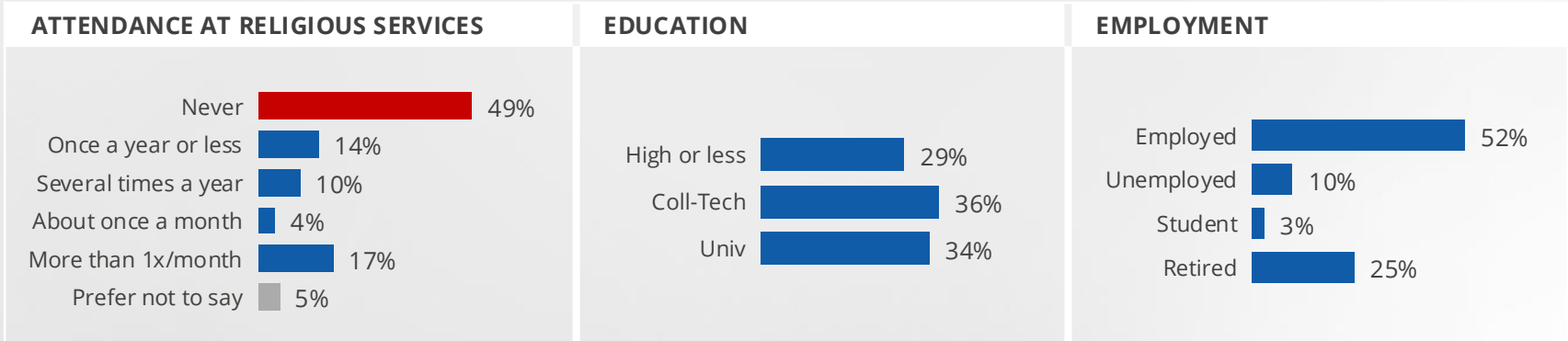
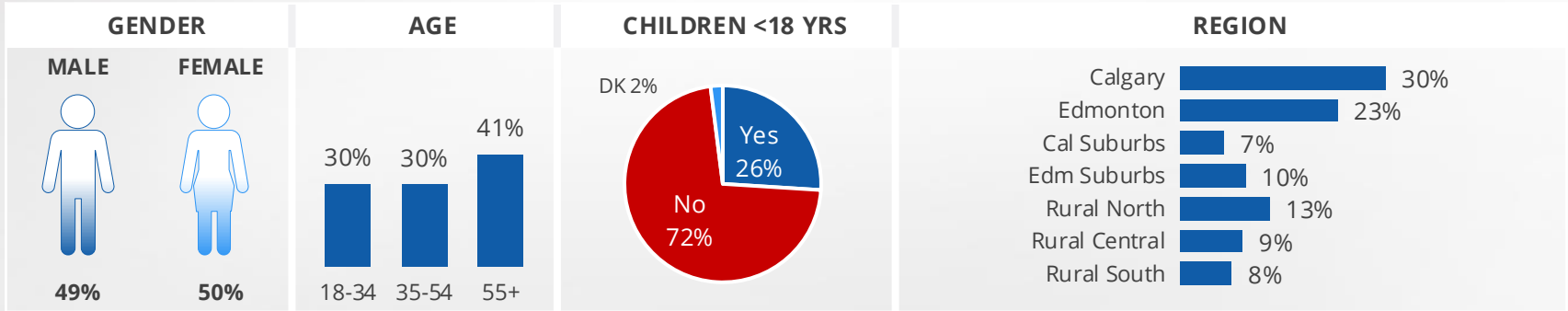
Viewpoint of RCMP Served Communities On Key Issues



26. Which of the following statements best reflects your viewpoint? Base: Rural / RCMP Communities: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=695); W3 (N=727); W2 (N=733); W1 (N=809). *W1 Read: "...if there were significant improvements". **Note: The name of the agency has changed from IAPS to APPS..

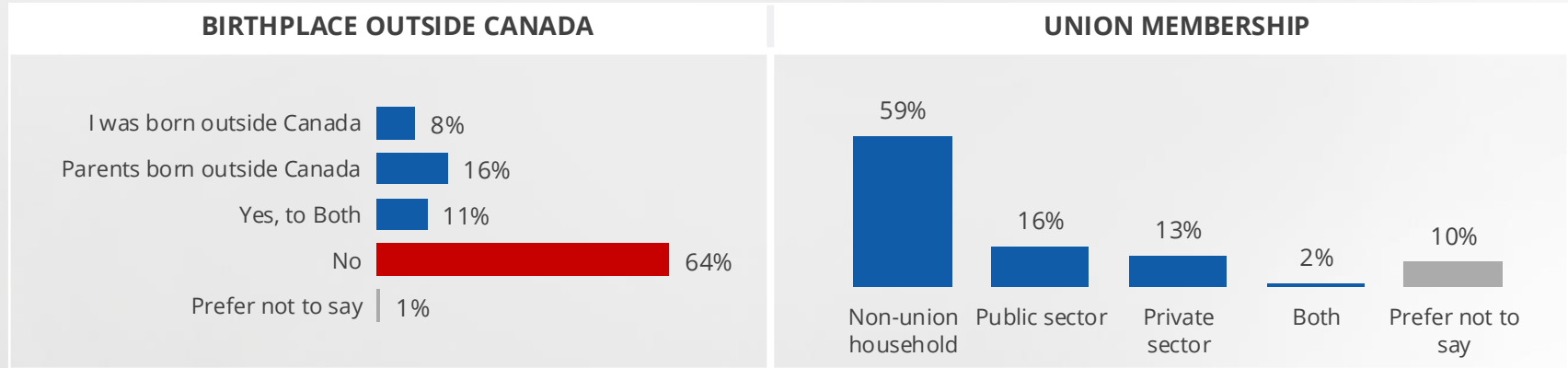
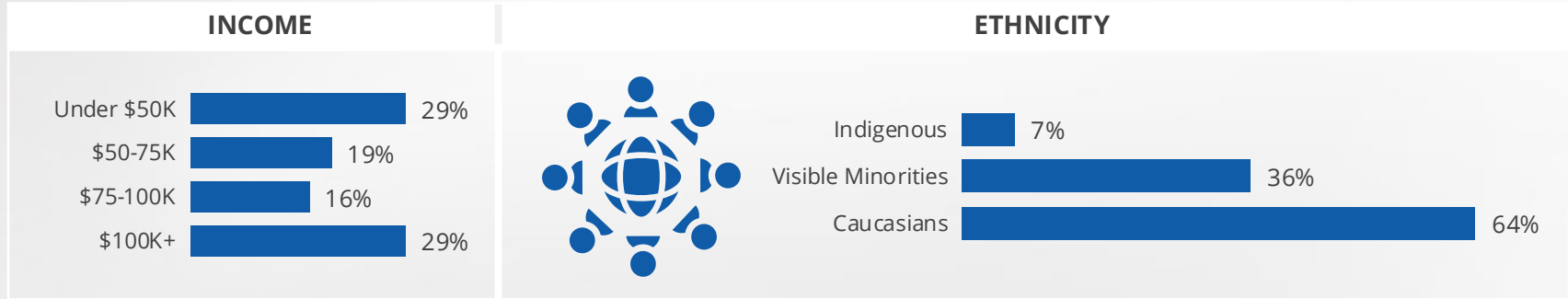
DEMOGRAPHICS

Demographics



Base: TOTAL (N=1,200).

Demographics



Q Base: TOTAL (N=1,200).

NATIONAL
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NATIONALE

National Police Federation Alberta

Wave 8

August 2025

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