

Commissioner's Directional Statement 2003/04

Before I get into the details of this year's directional statement, let me remind you of the purpose of this document - it is intended to be a high level view of this organization's journey, and to highlight any "shifts" in the direction we are taking. So by way of introduction, let me state categorically that our organization is solidly on the right road and making excellent progress.

We have taken enormous strides in becoming a strategy-focussed organization of excellence - on both the management and the operational fronts - that progress will continue to accelerate.

We clearly have a workforce that can deliver - a workforce driven and dedicated to excellence in Canadian policing programs and services at the local, national and international levels. We will continue to build that capacity, and build our own legacy.



This Directional Statement for the 2003/04 fiscal year and beyond, focusses on two areas: our vision and our strategic focus for the next 3 to 5 years - in particular the strategic priorities we have identified as critical to our success. It is a document that each and everyone of us in the RCMP should become familiar with so that we have a shared understanding of our vision, direction and strategic priorities.

Recognizing Excellence

At the outset, I have to tell you how proud I am of this organization - an organization willing and able to live the values that have made the RCMP a Canadian icon - respected world-wide for the last 129 years.

This year has been one of the most challenging in recent history. We have not only met the policing and law enforcement challenges, but on so many fronts - Sept. 11th, all the G20/G8 meetings, critical investigations, and community service - we have surpassed them.

And not only have we excelled operationally - we have also strengthened the strategic management of the RCMP. We have harmonized our planning and budgeting cycles. Through the implementation of performance management via the balanced scorecard tool, we are strategically focussed on outcomes and achievements. We are continuing to realize the benefits of integrated policing with our partners and stakeholders. Increasingly, we are seeing more appropriate resourcing levels. Most important, we are collectively leveraging and concentrating efforts against the criminal elements that prevent **Safe Homes/Safe Communities**. We are living the "Ops Model".

Our Vision

As highlighted in last year's directional statement, **integrated policing** has evolved. It has become more than a strategic priority - it has become a defining philosophy. In particular, it underlies and frames our plans and activities for the delivery of our priorities/objectives in our Strategic Framework. It is my vision of our contribution to the police and law enforcement community for the foreseeable future.

We have some exemplary successes of **integrated policing** - a legacy of working collaboratively in and with communities at all levels. We will continue to work hard to maintain their trust and confidence. But, we now need to enhance and expand our integrated policing focus to the broader police and law enforcement community nationally, internationally and on the global scale. There is a real opportunity for us to play a leadership role in integration both in operations and in management. That is our vision.

Our Strategic Priorities in 2003/2004

Now let me turn to the immediate future. We have just completed our annual strategic planning exercise with the full Senior Management Team - our top 50 executives. Each year at this time, we examine the Strategic Framework, review our progress on each element, and consider the direction of our strategic priorities and objectives. The objective is to consistently assess and understand the implications of the factors emerging in our environment, and as necessary, to validate or adjust our strategic direction.

The outcomes of that session are important for you to understand - particularly as members of a strategy-focussed organization. We all have to appreciate what we are trying to achieve as the RCMP and the process we have in place to drive success.

Four of our strategic priorities can be easily reaffirmed. To bring down the "barometer of crime" we continue to focus on:

- ▶ Organized Crime - to reduce the threat and reach of groups adversely affecting our society and economy
- ▶ Terrorism - to support a multi-government response and commitment to border integrity, and continental security
- ▶ Youth - to educate and prevent their involvement in crime as victims and perpetrators and to work with community partners in implementing the *Youth Criminal/Justice Act*

- ▶ International Policing - to contribute to global security, through our capacity to share intelligence and co-operate with organizations fighting crime when and where it appears

At this year's strategic planning session, our scanning and analysis has also surfaced a couple of areas where we can adjust our focus.

An emerging area of more strategic interest is our **relations with aboriginal communities**. Our foundation in this area is strong. We have built solid bridges and have developed over 190 policing agreements with First Nations. We participate in a significant way, and influence northern policy, in the three territories. We are an instrumental player in the evolution of aboriginal communities and our roles and responsibilities present us with important challenges, on and off reserves, in rural and urban areas. We now want to leverage our collective work and to give even greater focus to this area as a strategic priority.

A second area of adjustment is **restorative/alternative justice**. Like our core functions of enforcement, intelligence, education and prevention, restorative justice has become a way of doing business and no longer needs to be specifically branded as a strategic priority. It will continue to be vigorously pursued - not only in the context of our activities focussing on youth and aboriginal communities - but with all our communities where such an approach can make a difference.

Briefly then, our strategic horizon is:

- ▶ a vision of integrated policing that continues to be refined
- ▶ four areas of continued strategic focus, and
 - Organized Crime
 - Terrorism
 - Youth
 - International Policing
- ▶ one additional priority emerging on our radar - aboriginal communities - will require a more dedicated response in the next fiscal year and beyond.

Closing Reflections

Our mission, vision and values, and the role and activities of the RCMP as a National Police force are crucial in this unsettled time. The exemplary work we do day-to-day in providing safe homes, streets and communities contributes to a heightened sense of **personal security** for all Canadians. And, increasingly we contribute substantially to **national** and **international security**, with our intelligence-gathering and analysis, and the resources directed to counter organized crime and terrorist organizations.

I want to conclude by expressing appreciation for your service to the public, your professionalism, and for your dedication to the the values of the RCMP. We have a role that Canadians have come to value. We are a symbol of Canada that so many know and respect - this is both an enormous gift and a challenge. What each of us does every day is an extraordinary responsibility. But, what we do together is the greater imperative. Together we can leave a wonderful legacy to our children and our nation.

Thank you for your support.

G. Zaccardelli

