

RCMP



ROYAL CANADIAN MOUNTED POLICE

SUSTAINABLE DEVELOPMENT STRATEGY

Communities + 2003



http://www.rcmp.ca/html/sustain_e.htm



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

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SUSTAINABLE DEVELOPMENT STRATEGY

Communities +
2003

Commissioner's Letter

It is my pleasure to present our sustainable development strategy entitled *Communities+ 2003* to the RCMP, the federal government of Canada and citizens at home and abroad.

Since the submission of our first sustainable development strategy in 1997, the RCMP understands more fully the reasons behind and challenges inherent in balancing environmental, social and economic aspects of performing duties as Canada's national police force. The RCMP has brought this learning forward over the past three years and realized many successes related to our second strategy which was tabled in Parliament in 2001. The RCMP demonstrated results in the reduction of greenhouse gases; the conservation of natural resources; and pollution prevention by proactively engaging in green procurement.

Communities+ 2003 marks a critical turning point in our efforts to bring about sustainable development in policies, programs and operations. The strategy, as our compass, will guide us over the long term to develop active partnerships to enable us to extend the reach of sustainable development within our organization, with other government partners and in the communities we serve. Together, the RCMP's regions – Atlantic, Central, North West, Pacific and the National Capital – will manage and implement the *Communities+ 2003* commitments to sustainable communities, stewardship of resources and corporate responsibility. This will be done in a way that builds strong bridges over which we will travel with our partners and communities in efforts to address the collective needs of citizens and their overall safety and quality of life. As well, our contributions will help Canada meet its overall international sustainable development commitment related to the federal social safety agenda.

I personally thank all employees from the regional offices and business lines who, through consultation, partnership and dedication, have contributed to the development of *Communities+ 2003*.



*Giuliano Zaccardelli,
RCMP Commissioner*

DEDICATION

The ability of the RCMP to provide top-notch police services to the people of this country is greatly assisted by the men and women who volunteer for this organization. Today, the RCMP has over 75,000 citizens who spend an estimated 3.5 million hours volunteering and helping us deliver our commitment to community service. The men and women who volunteer their time with the RCMP make a very real and immediate contribution to public safety, to sustainable communities and to upholding Canada's excellent quality of life.

As a sign of our gratitude and appreciation, we are dedicating the sustainable development strategy – *Communities+ 2003* – to these volunteers.

ACKNOWLEDGMENTS

The design and development of this report, *Communities+ 2003* was made possible through the support and perseverance of many people, from senior management to members, staff and partners.

Commissioner Giuliano Zaccardelli has clearly expressed his support in adopting the concept of sustainable development as a guiding principle behind the sound and rigorous stewardship of all RCMP resources. Deputy Commissioner Gauvin and Deputy Commissioner Loeppky are also acknowledged for their continued support for the progressive integration of sustainable development principles into the RCMP's planning and operations.

The Policy Centre in Corporate Asset Management Branch along with representatives from Pacific, North West, Central, Atlantic and National Capital Region (Ottawa), comprise the sustainable development team whose shared passion has led to the design of a modern and dynamic strategy.

Community Contract and Aboriginal Police Services (CCAPS) is duly recognized for its ongoing support and partnering efforts with the sustainable development team in exploring the social dimension of the RCMP's programs.

Because sustainable development requires involvement on a broad scale, the RCMP wishes to thank our partners in Public Safety and Emergency Preparedness Canada for their continued interest in exploring the possibilities for jointly contributing to common safety and security goals.

Finally, the Sustainable Development and Environmental Management team at Consulting and Audit Canada, a special operating agency of Public Works and Government Services Canada, is complimented for their guidance in developing this strategy.

VISION

The RCMP's vision of sustainable development can be summed up in one phrase – Safe Homes, Sustainable Communities. This vision will be achieved through the progressive integration of environmental, social and economic considerations into decisions concerning the RCMP's focus, priorities and management strategies.

Canada, along with many other countries, has committed to achieving common sustainable development goals. The need for social stability, including the reduction of crime and the fear of crime, is part of achieving global sustainability aimed at protecting the quality of life of individuals and communities in Canada and internationally. As part of a national, international and community partnership, the federal government's vision of a sustainable Canada will be built, in part, around the federal social safety agenda. In terms of federal government departments whose mandates fall within this federal agenda, the RCMP's role as Canada's national police force is to work with communities to identify the root causes of crime. The RCMP's role in sustainable communities is in partnering to build their capacity, understanding their values and demonstrating the value that our organization returns to communities through policing services.

By sustainable communities, we mean communities that have economic and human well-being, social stability and healthy surrounding environments. Human well-being includes protection from harm or injury, as well as access to water, food, shelter, health, employment and other basic requirements to which every citizen has a right. It is the collective needs of citizens and their overall safety and quality of life that are prominent in the RCMP's view of security.

EXECUTIVE SUMMARY

For 130 years, the RCMP's operations and programs have enabled and supported community safety and security. As Canada's national police force, the RCMP continues to be a vital part of a worldwide effort to protect the integrity of the global environment and ultimately, the sustainability of communities. Sustainable communities are those that have economic well-being, social stability and healthy surrounding environments.

Achieving sustainable development within communities means embracing ways of life that are within the limits of the natural environment to meet basic needs, without borrowing assets from future generations. Efforts initiated at the federal level to bring about sustainable development in Canada are reflected in commitments that federal departments and agencies make in sustainable development strategies. Most federal departments and agencies were required to prepare inaugural sustainable development strategies in 1997, in response to a legal requirement under the *Auditor General Act*. However, the RCMP voluntarily tabled its first strategy in Parliament in 1997 and subsequent revisions in 2000 and 2003, in recognition that its decisions have a significant influence on the quality of life in Canada and abroad.

The RCMP continues to focus on bringing about sustainable development by strengthening relationships within its business lines and in improving community understanding of RCMP values to demonstrate that these values and associated services strengthen societies through community capacity building. To do so, the RCMP mindfully examined the issues behind efforts to achieve sustainability nationally and internationally, and set a course in this report, *Communities+ 2003*, to focus on the best way to make a significant contribution.

Our vision for the 21st century is to become an organization of excellence. To achieve this goal, the RCMP must continue to focus on the best ways to manage our resources. With this goal in mind, the RCMP has adopted the concept of sustainable development as a guiding principle behind the sound and rigorous stewardship of all RCMP resources.

RCMP Commissioner Giuliano Zaccardelli

Communities+ 2003 focuses on three strategic priorities: sustainable communities, stewardship of resources and corporate responsibility. These are linked to the RCMP's overall strategic priorities – Organized Crime, Terrorism, International Policing, Youth and Services to Aboriginal Communities – reinforced in the September 30, 2002 Speech from the Throne.

Each strategic priority is linked to a set of goals, objectives and targets set out over an achievable time horizon. Commitments pertaining to sustainable communities include developing partnerships internally as well as with the community, Aboriginal community capacity building, youth crime reduction and integrated pest management from a health and safety perspective. The work to be carried out in stewardship of resources focuses on identifying waste management opportunities, facility management and design to reduce energy and natural resource use, innovative transportation management and increasing understanding of the relationship between organized criminal activities and environmental degradation. Corporate responsibility commitments focus on Aboriginal and other member recruitment and understanding the integration of sustainable development principles within RCMP business processes and procedures.

Specific activities based on awareness raising, learning support and partnership building with RCMP members, employees and those in communities underpin all *Communities+ 2003* commitments. These efforts will ensure a strong learning foundation and wide reach to enable changes in practice. From an international perspective, the commitments in *Communities+ 2003* are consistent with commitments Canada made to principles, including the United Nations' Agenda 21 signed in 1992, whereby peace, development and environmental protection are seen as "interdependent and indivisible." At a national level, Canadians may enjoy safer and healthier communities as a result of our efforts to enhance the quality of life.

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1.0

Introduction

The RCMP has a proud and long-standing history of delivering high quality police services in Canada and throughout the world. Working toward the organizational mandate of safe homes and safe communities, the RCMP aims to address the root causes of crime and to work to enhance the quality of life in our communities. These community-based efforts continue to be strengthened by the progressive integration of sustainable development practices as a guiding principle in everyday decision-making.

From a practical point of view, sustainable development means embracing ways of life that are within the limits of the natural environment, both ecological and social, to meet basic needs. It means not borrowing assets from future generations. The RCMP is also working to convey the interdependence of security and sustainability at the community level. To enhance the quality of life, the RCMP's role in sustainability is fundamentally focused on strengthening relationships with communities to better understand their values. At the same time, the RCMP must demonstrate the value that it returns to communities through services designed to build community capacity.



Efforts initiated at the federal level to bring about sustainable development in Canada are reflected in commitments that federal departments and agencies make in sustainable development strategies. Most federal departments and agencies were required to prepare inaugural sustainable development strategies in 1997 in response to legal requirements under the *Auditor General Act*. From an international perspective, strategy commitments, when achieved, make contributions towards meeting Canada's commitments within the United Nations' Agenda 21 – a comprehensive plan of action to address human impacts related to environmental, social and economic activities.¹ At the national level, Canadians enjoy safer and healthier communities as a result of the efforts undertaken to enhance the quality of life.

On a departmental level, *Communities+ 2003* provides an account of the RCMP's progress towards and contribution to sustainability. It is also a long-range plan that identifies why, where and how the RCMP will focus its efforts on meeting commitments for three strategic priorities: sustainable communities, stewardship of resources and corporate responsibility.

Communities+ 2003 begins with a brief overview of the Department and a synopsis of the RCMP's sustainable development story – namely, the path taken thus far. The story is followed by a review of the achievements of the two previous strategies tabled in 1997 and 2001. Discussion then focuses on an extended time horizon, and explanation of links between environmental, social and economic dimensions of sustainable development as key areas of change.

Communities+ 2003 concludes with a brief discussion of the role of the strategy and fit within the RCMP planning cycle, plans for performance reporting and a brief account of consultations.

1. Agenda 21. From the WWW, September 2003. <http://www.un.org/esa/sustdev/documents/agenda21/index.htm>

2.0

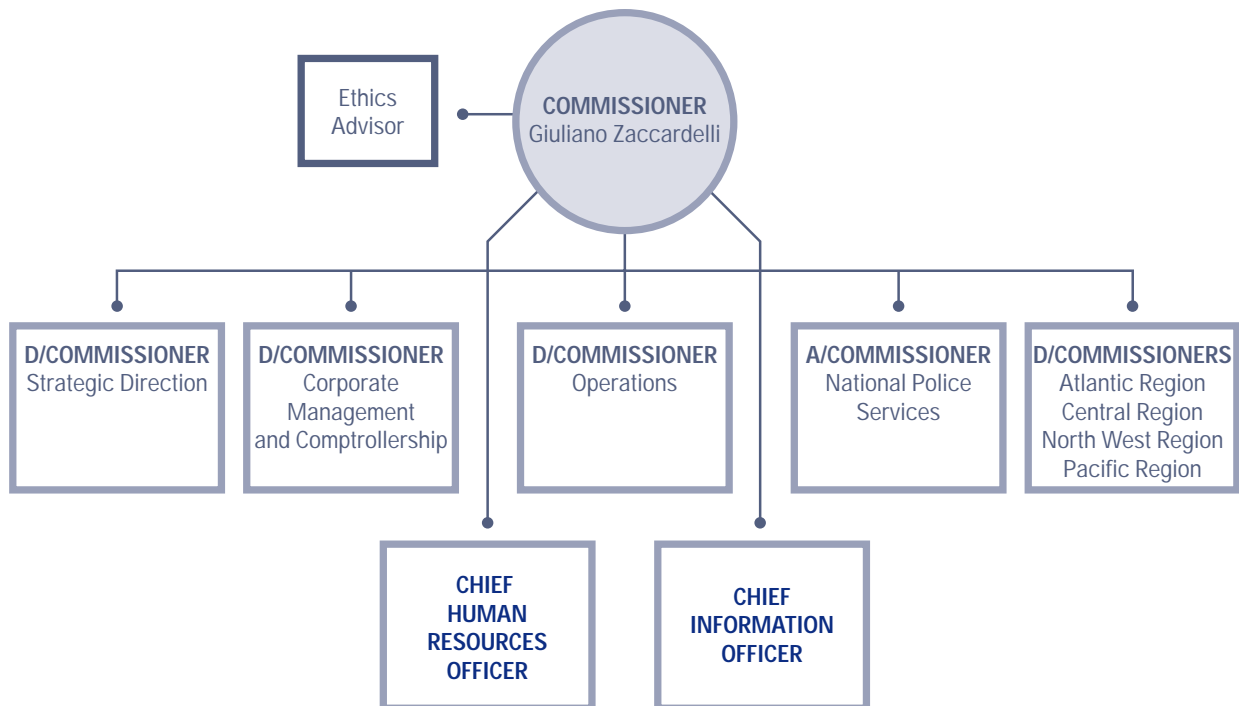
Departmental Profile: The RCMP at a Glance

The RCMP is part of the portfolio, Public Safety and Emergency Preparedness Canada (PSEPC), that integrates the federal government's core activities in securing the public safety of Canadians. PSEPC's office of Critical Infrastructure Protection and Emergency Preparedness is key in terms of engaging in crime prevention activities, which is of critical concern to the RCMP. As a federal, provincial and municipal policing body, the RCMP employs 22,000 employees who provide policing services to all Canadians as well as policing services under contract to the three territories, eight provinces (excluding Ontario and Quebec), approximately 200 municipalities and 190 First Nations communities.

The organization is divided into four geographic regions which are then subdivided into 15 Divisions, each with a Commanding Officer and 15 Program Directors at National Headquarters in Ottawa. Figure 1 provides a high-level overview of the RCMP's structure.² Divisions are organized into District Offices and Detachments, which are the local police stations from which community-based policing is delivered.

As Canada's national police service, the RCMP is proud of its traditions and confident in its ability to meet future challenges. We are committed to preserving the peace, upholding the law and providing quality service in partnerships with our communities. Our mandate is based on the authority and

FIGURE 1 ORGANIZATIONAL CHART



2. A detailed discussion of the strategic framework is provided in the RCMP's Report on Plans and Priorities 2003-2004. From the WWW, September 2003. http://www.rcmp-grc.gc.ca/rpp/rpp_2003_d_e.htm

responsibility assigned under Section 18 of the *Royal Canadian Mounted Police Act*. The mandate of the RCMP, in its simplest form, is to enforce laws, prevent crime and maintain peace, order and security in Canada. When invited to assist foreign countries, the RCMP extends this mandate abroad under approvals from the Government of Canada.

The Report on Plans and Priorities (RPP) 2003-2004 sets out the individual components of the RCMP's vision. In the broadest sense, the RCMP's vision is to take a proactive approach to safe communities by providing the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities served. This is accomplished by exercising accountability and sharing decision-making in a healthy work environment – one that encourages team-building, open communication and mutual respect.

3.0

The RCMP's Sustainable Development Story

As one of Canada's largest federal government employers, the RCMP plays an important role in contributing to the overall federal governments goal of achieving sustainable development. Although the RCMP is not legally bound to prepare a sustainable development strategy, the RCMP recognized that, given the organization's large asset holdings in fleet and facilities, attention should be given to the management of these assets from a sustainable development and environmental management perspective. Commitments in the first strategy were general in nature, since understanding potential targets and the means to measure them was in its early stages. From the very outset, a great deal of effort has gone into raising awareness.

Overall, the first strategy considered the potential environmental impacts of the RCMP's assets, followed the outline of *A Guide to Green Government* and focused on the environmental aspects of sustainable development. By taking a systematic approach toward understanding the kind of influence the RCMP could have on greening its operations, it became clear that much work was required to establish baselines of material use and to raise awareness for potential sustainable development practices within the RCMP.

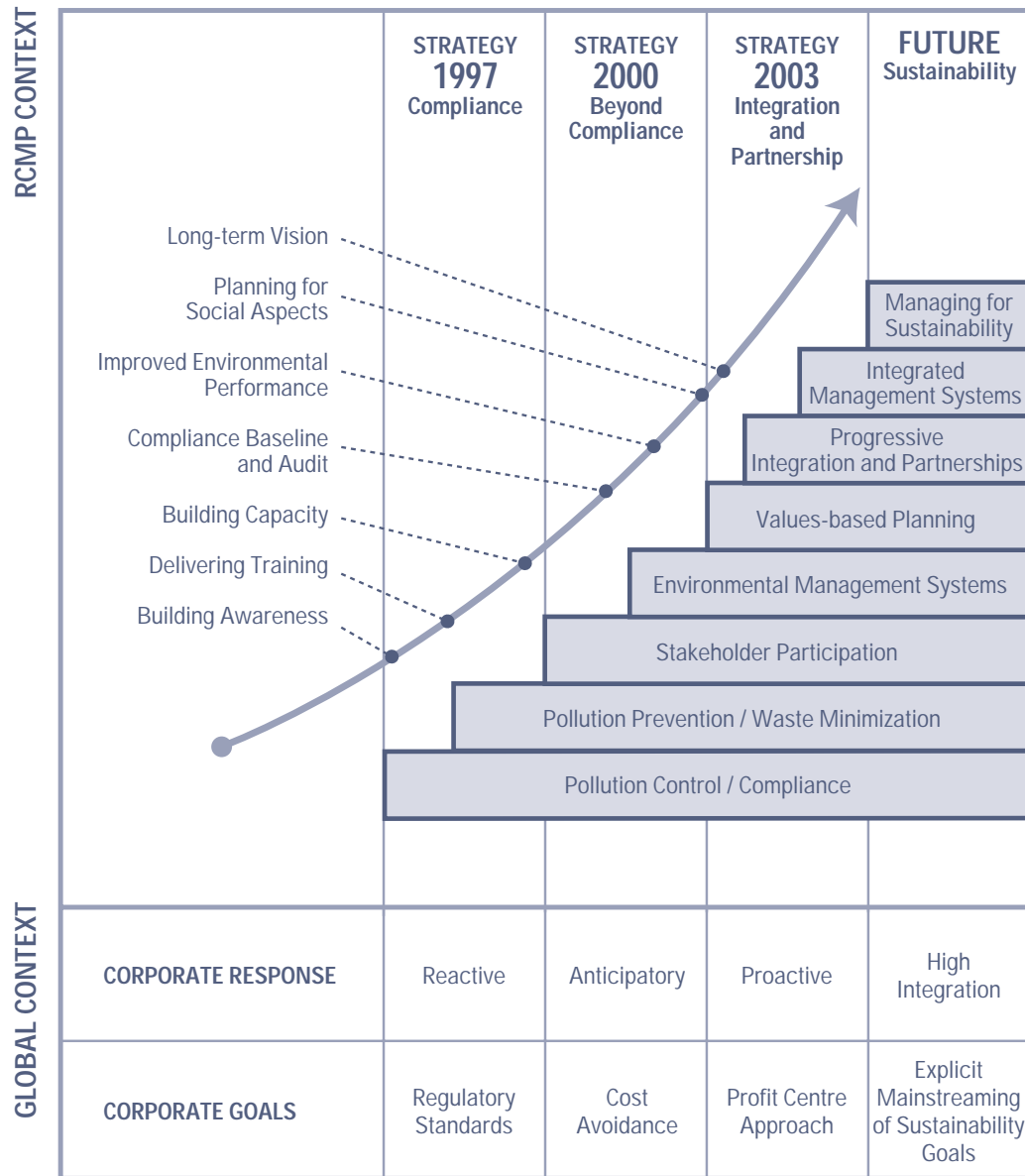


The tabling of the second strategy in Parliament in February 2001 marked the fulfillment of 18 months of hard work. The circle of influence and support for sustainable development widened as a result of a continuous emphasis on awareness-building and learning. Support and commitment from senior management, RCMP members and employees increased the profile of the strategy and enabled the start of ongoing efforts to investigate ways of integrating sustainable development practices across business lines.

Strategy 2000 was also greatly strengthened by focusing on fewer commitments and by adding constraints, keeping in mind the need to address expectations set out by the federal Commissioner of Environment and Sustainable Development (CESD).

Overall, the implementation of the two previous strategies has helped to further the understanding of sustainable development and its relationship to the RCMP's policies, physical operations and programs. By meeting certain milestones, it is evident that sustainable development is understood well enough to enable *Communities+ 2003* to begin a more in-depth investigation of the relationship between the environmental, social and economic dimensions of sustainable development. Figure 2 highlights significant milestones achieved along the sustainable development learning curve.³

FIGURE 2 SIGNIFICANT MILESTONES



3. Learning curve concepts based on the work of Nattress, Brian and Mary Altomare. June 2002. *The Natural Step for Business: Wealth, Ecology and the Evolutionary Corporation (Conscientious Commerce)*. Referenced with permission from the authors.

3.1 OVERVIEW OF STRATEGY 1997 ACCOMPLISHMENTS

The first strategy, like those of many other government departments, encompassed many aspects of reducing biophysical impacts on the environment. Considerable effort was directed toward raising awareness through briefings and presentations to internal stakeholders – from staff to Detachment Commanders to Senior Management.⁴ Strategy 1997 served as the planning foundation to build the capacity for eventual integration of sustainable development principles into the RCMP's everyday business decision-making. During implementation, gaps in resources, knowledge, processes and procedures were identified and corrective action enabling continual improvement was taken. Specific achievements included:

- Signing of an Environmental Policy by senior management
- Design of an Environmental Management System (EMS) as means to effectively identify and reduce the environmental risk inherent in conducting our day-to-day operations
- Development of a Performance Measurement Framework to fully evaluate progress
- Design of an information system to enable tracking of progress against action plans

3.2 OVERVIEW OF STRATEGY 2000 ACCOMPLISHMENTS

Building on the first strategy, internal consultations were held to identify areas that could most readily be influenced and would likely result in the highest impact. Many achievements were made within these nine areas:

- Solid waste management
- Hazardous waste management
- Contaminated sites
- Procurement and contracting
- Energy conservation
- Fleet management
- Green building design
- Water conservation and water quality management
- Communication and training

The overall focus was on resource conservation, pollution prevention, education of personnel and the public about fundamental lifestyle change (e.g., alternate transportation choices) and the contaminated sites on RCMP properties.

Progress was also made on leveraging funds from external sources to address high priority issues. These efforts resulted in direct benefits in conserving resources, as well as indirect benefits through enhancement of the RCMP's reputation as a responsible citizen at home and abroad. As well, benchmarks and baseline information were established that are critical to identifying the state of RCMP assets, their environmental impacts and levels of risk to the organization and clients. In each of the nine areas, key achievements fall into one of four stages: plan, integrate, practice and results.

A brief description of key results, challenges, efforts to overcome barriers and general status of targets within each area follows a visual account of the results (Figure 3).

4. Royal Canadian Mounted Police. *Departmental Performance Report 2001-2002*. Ottawa: Royal Canadian Mounted Police, 2002.

FIGURE 3 STATUS OF STRATEGY 2000 TARGETS






	PLAN	INTEGRATE	PRACTICE	RESULTS
<p>SOLID WASTE MANAGEMENT Encourage the promotion of the 3Rs (reduce, reuse, recycle) and implement recycling programs in RCMP facilities.</p> <ul style="list-style-type: none"> • Reduce the total waste generated per occupant by 10% from the 1998 per capita figure of 190 kg per occupant, by March 2003. • Reduce the total waste sent to disposal or incineration by 50% from the 1998 per capita figure of 190 kg per occupant, by March 2003. 				
<p>HAZARDOUS WASTE MANAGEMENT Safely handle, store, transport and dispose of hazardous materials, wastes and toxic substances and wastes.</p> <ul style="list-style-type: none"> • Reduce to zero the number of discrepancies in the application of regulations or guidelines for ozone-depleting substances (ODS), asbestos, PCBs and lead. 100% of storage tanks in compliance. 				
<p>CONTAMINATED SITES Manage contaminated sites in compliance with all federal, provincial and territorial legislation, regulations and guidelines.</p> <ul style="list-style-type: none"> • Reduce to zero, by December 2005, the number and percent of properties that contain areas of unknown contamination (i.e., Class I sites). • Continually decrease the number and percent of properties that contain contaminated (Class 1, 2 and 3) sites. 				
<p>PROCUREMENT AND CONTRACTING Increase green procurement within the RCMP.</p> <ul style="list-style-type: none"> • Increase the dollar value and percent of office equipment that is rated as energy efficient. • Ensure that by March 2003, 100% of ammunition purchased for use in annual qualification and DEPOT training is green. • Increase the dollar value and percent of paper purchased that contains a minimum of 20% recycled content. • Increase the number of line items in contracts that include green criteria. 				

PLAN: The initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects.

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice.

PRACTICE: Successful integration of programs and processes into standard business practice ensures the ongoing management of issues and or the forward movement towards sustainable development goals.

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals.

	PLAN	INTEGRATE	PRACTICE	RESULTS
ENERGY CONSERVATION Increase energy efficiency in RCMP facilities. <ul style="list-style-type: none"> Reduce total energy consumption (GJ) by 10% from 1998-99 levels by March 2003. Reduce total GHG emissions (in CO²-eq.). 				
FLEET MANAGEMENT Reduce the environmental impact of fleet vehicles, aircraft and large marine craft. <ul style="list-style-type: none"> Decrease average fleet fuel consumption. Reduce total greenhouse gas (GHG) emissions by 12% based on 1998-99 levels by 2010-11. 				
GREEN BUILDING DESIGN Minimize the environmental effects in the planning, design, construction, demolition and renovation of RCMP real property projects. <ul style="list-style-type: none"> Increase the diversion percentage of construction, renovation and demolition waste. 				
WATER CONSERVATION AND WATER QUALITY MANAGEMENT Reduce water consumption and ensure water quality in RCMP owned facilities. <ul style="list-style-type: none"> Reduce total water consumption by 10% from the 2000 baseline, by 2003. 				
COMMUNICATION AND TRAINING Effective communication of RCMP environmental activities internally to employees, and externally to the public, clients and stakeholders, and to provide employees with the necessary training. <ul style="list-style-type: none"> Increase the number and percent of senior managers having received green training. Increase to 25% by March 2002 the percent of employees having received an SDS/EMS awareness package, and then to 80% by March 2003. 				

PLAN: The initiative remains in the planning and assessment stages due to various barriers or difficulties regarding implementation of programs or projects.

INTEGRATE: Activities have begun to integrate programs and processes that address issues and/or goals of sustainable development into business practices. These may be at the early stages of implementation or close to being in common practice.

PRACTICE: Successful integration of programs and processes into standard business practice ensures the ongoing management of issues and or the forward movement towards sustainable development goals.

RESULTS: The successful integration of programs and projects has resulted in attainment of sustainable development goals.

Solid Waste Management (Planning Stage)

Numerous research, planning and waste reduction (recycling) activities were undertaken across the country to reduce the amount of solid waste entering landfills from RCMP facilities. However, the vast majority of RCMP facilities are located in smaller and often remote locations where recycling support and infrastructure are non-existent. Also, reporting on this target has been hampered by insufficient data. Neither existing internal mechanisms nor service provider capabilities enable adequate tracking and reporting on the total amount and volume of solid waste generated or diverted in the RCMP's larger buildings and complexes. This target was modified for *Communities+ 2003* to focus on identifying opportunities for waste reduction. It is critical to take a bridging step to first identify efforts to improve in-house tracking capabilities and engage in further research to overcome obstacles and enable the successful implementation of waste reduction programs in the future.

Hazardous Waste Management (Practice Stage)

Few RCMP facilities have large ozone-depleting systems, and in those that do, appropriate programs are in place. PCBs found in older building lighting systems have been progressively replaced and managed appropriately. An aggressive tank assessment and replacement program, conducted in partnership both with provincial and federal regulating agencies, has reduced the number of underground tanks overall and greatly reduced the number of tanks requiring further efforts, while building a comprehensive database to enable ongoing monitoring. This target has been eliminated for *Communities+ 2003* as it is being managed through the environmental program. The gap analysis conducted following three years of implementation found that processes to address compliance are understood and have been adopted.

Contaminated Sites (Practice Stage)

A Canada-wide program focused on site assessment has provided a clear picture of the state of the property portfolio. In many areas, the majority of sites are now understood and do not require assessment. A minority do require additional assessment to address gaps in information rather than to follow up on identified issues. The target has been eliminated for *Communities+ 2003* as it is being managed through the environmental program. Environmental assessment of sites is now incorporated into the life cycle of RCMP property management, enabling an ongoing understanding of the state of the portfolio.

Procurement and Contracting (Integration Stage)

An external audit conducted in 2003 found an 82% increase in the purchase of energy-efficient photocopiers in the current inventory, the result of a broad printing and imaging strategy. "Green," low lead ammunition is now purchased in bulk for use at the RCMP Training Depot. The target has been modified as part of the facility design and management commitment in *Communities+ 2003*. Efforts will focus on identifying possible solutions to address obstacles in measuring and reporting on procurement.

Energy Conservation (Results Stage)

Successful implementation of the energy service contracting process aimed at reducing energy consumption at one pilot facility, through the Federal Buildings Initiative (FBI), has led to an expansion of the process to one of the RCMP's largest energy consumers, the Training Depot in Regina. As a result, the RCMP expects to further reduce its energy consumption and further reduce its Greenhouse Gas (GHG) emissions. Results from an external audit reported that total energy consumption at RCMP

facilities in fiscal year 2001-2002 was approximately 9% lower than that reported in the baseline year. This level of consumption resulted in a reduction of just under 20% of total GHG emissions according to an external audit. These reductions can be attributed in part to the implementation of the retrofits through the energy contracting program and to replacements of fuel oil with alternatives in some locations. The target has been modified as part of the facility design and management commitment in *Communities+ 2003* where the focus will be at the source rather than the end of the energy consumption life cycle.

Fleet Management (Planning Stage)

Fleet Management activities are in the planning stage. Various projects have been undertaken across the country to assess options for and to directly reduce emissions from the RCMP fleet, including adoption of administration vehicle policies and pooling of vehicles. Projects involving use of alternative fueled vehicles for police work, the bulk of the RCMP fleet, have been hampered by inadequate supporting industry infrastructure for fueling and maintenance. Difficulties with data accuracy affect reporting on targets, however, a detailed external audit found that average fuel consumption by the motor vehicle and aircraft fleet decreased in fiscal year 2001-2002 compared to the baseline for all fuel types. An increase in GHG emissions in 2001-2002 is due in part to a larger inventory of vehicles. The number of vehicles increased from 7,846 in 1998-1999 to 8,844 in 2001-2002. This target is modified in *Communities+ 2003* to focus on a wider scope of integration of sustainable development principles, including alternate transportation choices made by members and employees.

Green Building Design (Integration Stage)

RCMP buildings are becoming “greener.” Recent projects include the Holyrood detachment facility in Newfoundland that was constructed using integrated green design concepts; an R2000 home in Cross Lake, Manitoba, which will serve as a case study for future projects in remote locations; and the incorporation of C2000 elements into the design of subdivision headquarters in Saskatoon to ensure the incorporation of green elements in the planning and construction. Contracts for energy service contracts under the FBI program incorporate the diversion of renovation waste in all projects. A tool developed for use across the country incorporates measures to minimize all environmental impacts associated with renovation and construction of RCMP facilities. This target has been modified for *Communities+ 2003* given the many opportunities to demonstrate the value of constructing future buildings based on sustainable design principles and techniques.



Water Conservation and Water Quality Management (Integration Stage)

Water reduction initiatives have been incorporated into contracts to reduce energy consumption at two large RCMP facilities. Other initiatives include installation of water flow restrictions and efforts to improve data availability and accuracy for all locations. Many facilities are unmetered or are served by wells. In addition, processes have been developed to standardize monitoring of water quality at sites served by wells. Based on data collected through an external audit, the average water consumption at larger RCMP facilities declined approximately 5% from the total baseline from 2000-2001 to 2001-2002. This target has been modified for *Communities+ 2003* to focus on education-based conservation activities that will complement ongoing efforts within the environmental management program to collect baseline data.

Communication and Training (Integration Stage)

Training, awareness and communications underpin all commitments and are the basis for changes in the behaviour of RCMP members, employees and those in communities we work with. Awareness-raising involves both job-specific training to employees whose actions may affect environmental compliance and sustainable development goals, as well as general communication and awareness-building for sustainability practices. In addition, many new working relationships and partnerships with departments throughout the RCMP have resulted in an increased understanding of the RCMP's role in bringing about sustainable development. This target has been modified for *Communities+ 2003* so that all activities incorporate sustainable development learning and awareness principles.

3.3 COMMUNITIES+ 2003: THE WAY FORWARD

The preparation of *Communities+ 2003* represents an important step in understanding the progressive integration of environmental, social and economic considerations into all of the RCMP's decision-making processes. *Communities+ 2003* itself is a vehicle through which the RCMP can communicate to stakeholders about progress made toward sustainable development, highlighting how its programs and operations are positively impacting the quality of life in Canada and abroad.

Communities+ 2003 provides a review of progress to date. It then gives direction and guidance for driving short, intermediate and long-term change necessary to achieve sustainable development, commensurate with the RCMP's core vision of Safe Homes, Safe Communities. The RCMP recognizes the importance of working closely with others within our organization and with other government departments to support the social aspects of sustainable development.

To this end, some commitments pertaining to sustainable communities focus on building on the existing relationships with the National Aboriginal Policing Services Branch (NAPS) and the National Youth Strategy Branch. Following initial successes, the intent is to build partnerships with other business lines/national policy centres to effectively demonstrate the value of sustainable development and the strategy to the RCMP and to Canadians.

These partnerships will allow us to concentrate on RCMP-wide strategic priorities as well as the broader government priorities and initiatives aimed at achieving sustainable development. We recognize that the process of building partnerships in our organization and with others will take time and continuous effort. The RCMP recognized similar challenges in adopting modern comptrollership and modern management principles and understood this to be a long-term undertaking that required ongoing commitment.⁵ Similarly, we recognize challenges in achieving sustainable development goals. As an organization that demands excellence, the RCMP has the people, the spirit and the resolve to take on these challenges successfully.

5. Gauvin, Paul J., Spring 2000. *The RCMP and Modern Comptrollership*. FMI Journal, 11 (3).

4.0

Creating a Vision of Sustainable Development



The RCMP's organizational vision is focused on public safety. The RCMP's vision for sustainable development (page ii) is intended to complement and not to replace the organizational vision.⁶ Specifically, the RCMP's vision for sustainable development centres on the link between security and the integration of environmental, social and economic considerations into decision-making. This vision is based on the knowledge that sustainability is not an end-point, but an on-going process that extends over a long time horizon and takes all three dimensions of sustainability into account.

4.1 EXTENDED TIME HORIZON

The CESD states that federal sustainable development strategies lack a long-term strategic perspective.⁷ Given the three-year updating requirement outlined in the *Auditor General Act*, federal strategies have tended to focus their targets on a three-year time horizon. The CESD's March 2003 report, however, makes explicit reference to the reality that objectives may need to be pursued over a long-term time horizon that may extend beyond ten years.

As the RCMP's understanding of sustainable development matures, it has become evident that the time needed to implement strategy commitments is longer than the yearly reporting of results required by Parliament. Thus, *Communities+ 2003* time horizon fully considers the need to keep track of progress in line with the RCMP's strategic direction as well as to demonstrate results to Canadians over a longer time period. However, a more holistic view of the strategy time frame does not preclude the need to continue reporting on annual progress.

Time frames are organized around *Communities+ 2003* commitments. Targets are aligned in the short-term (to year 2008), consistent with a five-year business planning cycle. This date also takes into consideration the need to demonstrate value prior to the renewal of Provincial (Municipal) Police Service Agreements (PPSAs), which expire in April 2012. Objectives are aligned with the medium-term (to year 2012), coinciding with completion of the transition to the next generation of RCMP managers. Goals are aligned with the long-term (to year 2025), recognizing that it takes time to influence change in practices and social conditions. By stating our assumptions and risks up-front as part of the commitment-setting process, we will be able to anticipate how challenges we may encounter may impact our ability to meet our commitments within these intended time frames.

6. A vision statement is key to sustainable development strategies as discussed by the Interdepartmental Network on Sustainable Development Strategies (INSDS), and the Commissioner on the Environment and Sustainable Development.

7. Office of the Auditor General. 2003 March. *Sustainable Development Strategies – Making a Difference*. Ottawa: OAG.

4.2 EXPLORING ENVIRONMENTAL, SOCIAL AND ECONOMIC DIMENSIONS

Communities+ 2003 considers all three dimensions of sustainable development and their inter-relationships within a social safety context. This approach makes it clear that conflict and violence arise, in part, because of environmental stress from outside communities and, in part, because of stress generated in the communities themselves. Depending on the capability of the communities subject to environmental stress, the extent of conflict may be more or less severe. Hence, the key to managing potential insecurity in communities is to improve the communities' ability to cope with stress, as well as to help communities avoid placing themselves under stress.

Many ecologists, sociologists and economists support the concept that environmental degradation and resource depletion affect security directly and contribute to social and economic tensions and instabilities. Although many may consider environmental changes (such as global warming, deforestation, flooding, drought and decline of fish stocks) to be purely environmental issues, in a holistic sense, they also pose threats to the social and economic aspects of society. For example, the RCMP Environmental Scan 2002 reported that ice caps are melting at alarming rates and droughts are devastating crops and livestock. Sparse rainfall in 2001 caused drought on the Prairies and an estimated \$5 billion in crop losses, with cattle herds reduced by close to five percent. The livelihoods of people living on the Prairies were threatened by these losses, which led to continuing out-migration (emigration) toward urban centres to the east and west.

Human activities have intended effects and unintended side effects in all three dimensions that can be difficult to discern. Thus, using this type of analysis, it is apparent that many issues facing society cannot exclusively be categorized as either environmental, social or economic. For example, the European Union's international strategy for sustainable development points out several "major menaces to society including – severe threats to public health [which] are posed by new antibiotic-resistant strains of some diseases and, potentially, the longer-term effects of the many hazardous chemicals currently in everyday use."

One way to understand safety is to examine the consequences of extending beyond the limitations of the biophysical environment – an important aspect of community sustainability. For example, the health of a community may be compromised by exposure to harmful air emissions and hazardous chemicals that come from a local place of employment. If employees are ill, they are not able to make economic contributions to the economy and thus, a downward spiral ensues over time. Change in policy that leads to the prevention of harmful discharges to the environment, therefore, is one link to the health of a community. Change in policy is also related to the economic dimension in that innovative technology may be built in response to the need to lessen negative environmental impacts.

Another way of understanding safety is in the context of the social dimension of sustainable development. The RCMP initiated a process in 2002 to identify the social aspects of sustainability associated with fulfilling our mandate. This research, along with a series of meetings and workshops, led to a better understanding of environmental and economic considerations as part of the social milieu, even though not all social concerns are formally addressed as commitments in *Communities+ 2003*.

While several operational components of the RCMP can have considerable social impact, Community, Contract and Aboriginal Policing Service (CCAPS) was determined to be the RCMP's most direct point of contact with Canadian communities. Of the five CCAPS sections (Evaluation and Research, Urban Policing Section, Policing Agreements Section, National Aboriginal Policing Services Branch [NAPS] and National Youth Strategy [NYS]), two are directly linked to the RCMP's strategic priorities and those of the Government of Canada, and are central to the socially focused commitments in *Communities+ 2003*. NAPS is the national policy centre responsible for developing and overseeing the implementation of the RCMP's strategic plan for Services to Aboriginal Communities. The NYS focuses on crime prevention through social development, providing the guidance necessary to deal effectively with youth who offend and on reducing youth involvement in crime and victimization. As a result, *Communities+ 2003* contains commitments related to the social elements of policing operations in CCAPS, particularly in the Services to Aboriginal Communities Strategy and the NYS.



Exploring sustainable development as it was intended requires careful consideration of all three dimensions. The importance of an integrated viewpoint is critical if efforts to become sustainable are to be successful on a national and subsequently, a global scale. "Over the last 100 years, economic activities of mankind have grown 80-fold, and this growth has increased our demand and consumption of natural resources many, many fold. If we keep up for the next 100 years, our economic activities will expand 80 folds more. Today's environment is under pressure, can we imagine what would happen?"⁸

5.0

New Strategy Commitments

Aligning with the RCMP's strategic priorities, planning cycle and understanding business practices and process in relation to sustainable development provided a new framework for the issues scan process. The process also entailed a review of pertinent literature and reference to the yearly RCMP Environmental Scan to build a foundation for exploring potential commitments toward sustainable development.

5.1 ISSUES SCAN

The RCMP directional statement and RCMP-wide annual Environmental Scan underscore the need to use a routine process to scan our environment diligently and often so that the RCMP is positioned to meet new challenges quickly. The RCMP's annual scan allows for analysis of vulnerabilities identified in the context of policing, including trends such as an aging population and the need for integrated responses to national security.⁹ It allows the RCMP to respond to the public in a way that continues to

8. Tolba, Mostafa K., and Jih C Yang. 2002. *Encyclopedia of Global Environmental Change*. Ted Munn (Ed). John Wiley and Sons: West Sussex, UK.

9. Royal Canadian Mounted Police, 2002. Environmental Scan. From the WWW, Aug 2003, http://www.rcmp-grc.gc.ca/enviro/scan2002june_a_e.htm

build confidence and trust in policing. RCMP annual environmental scans were used as partial input to the issues scan to assist in connecting the RCMP's issues with those at the national and global level.

The issues scan was conducted over a series of workshops to develop a useful and repeatable process – one that provides the opportunity to analyze key documentation on national and global sustainable development impacts. Key documentation from the public sector on sustainable development best practice, as well as documentation from the World Commission on Environment and Sustainable Development, International Institute for Sustainable Development, Agenda 21 and others were examined to understand Canada's involvement and progress in contributing to sustainability and security as a whole. This information provided a foundation on which to identify issues and decide on strategic priorities from which the new commitments flow.

Communities+ 2003 focuses on three main issues that are most closely aligned with the RCMP's strategic priorities, at the same time as taking into consideration the global sustainable development agenda:



The RCMP is also involved in other aspects of Greening of Operations and activities that support the Federal House in Order Initiative and are part of these three issues. These other activities, however, are covered under the RCMP's environmental program.

5.2 STRATEGIC PRIORITIES: AN OVERVIEW

Strategic priority is a term that is used by the RCMP to refer to the focus on a specific area over the long term. The three strategic priorities considered in *Communities+ 2003* are:

- Sustainable communities
- Stewardship of resources
- Corporate responsibility

Although stewardship of resources has been an implicit priority since Strategy 1997, this year marks the inclusion of the other two strategic priorities in the strategy. It is understood, but difficult to demonstrate, that human activities impact all three sustainability dimensions, regardless of the focus on one or another priority. For example, recruiting the right people is directly related to both economic and social dimensions.

STRATEGIC PRIORITY 1

SUSTAINABLE COMMUNITIES

Communities throughout the world are striving to define their own unique way of creating a livable environment on the basis of their individual interests, needs and culture. Creating these livable environments requires understanding the limitations of the natural environment, defining societal needs and interests based on resource capacities and establishing a strong economy built to support the social structure of these communities.

The RCMP understands sustainable communities as being safe, livable and healthy. They are environmentally responsible, economically prosperous and socially equitable through inclusive participatory community living. This understanding is consistent with key characteristics of sustainability including: having the capacity (i.e., obtaining resources of all types); having trust-based relationships with leaders; commitment to on-going efforts to raise awareness; linkage with partners in and outside the community; motivation through initial quick successes; and effective use of resources.¹⁰

The RCMP's role in supporting sustainable communities is fundamentally about providing safety and security to individuals as a societal need and building capacity within those communities that will promote an increase in the quality of life.

We will work towards safer and healthier Aboriginal communities by being involved in initiatives surrounding education, employment, health and cultural development. At the same time, we will find ways to prevent / resolve conflict by focusing on crime prevention partnerships, restorative justice and a holistic and culturally sensitive approach to problem-solving.

RCMP RPP 2003-2004

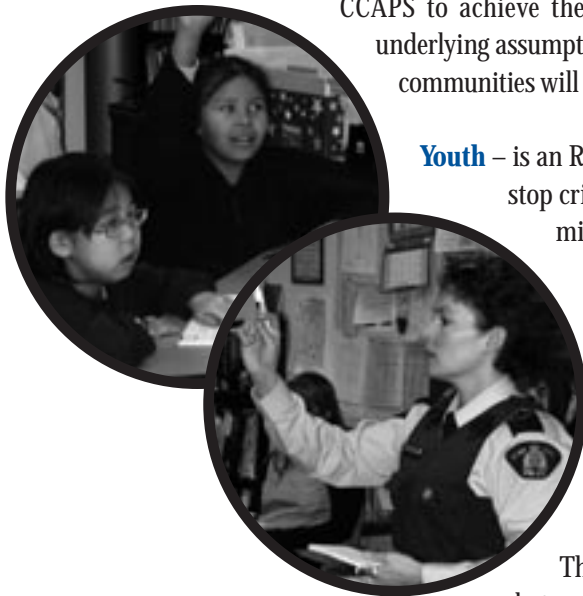
Crime has significant impacts on the social and economic fabric of Canada and on youth and their communities. One of the expectations placed on front-line officers is for the RCMP and its partners to contribute to the reduction of youth crime and victimization. It is critical to achieve this from a social development perspective that accounts for the need to modify approaches over time and avoid building reliance on programs and program providers.

10. Caputo, Tullio, and Kelly, Katharine, Jamieson, Wanda and Liz Hart. 2001. *A Portrait of Sustainable Crime Prevention in Selected Canadian Communities*. Federal/Provincial/Territorial Working Group on Community Safety and Crime Prevention.

Communities+ 2003 focuses on the following areas of this strategic priority as a starting point:

Community Partnerships – further determining the opportunities to work together at the local, regional and national levels. The RCMP has recognized that it needs the continued involvement and support of local citizens to ensure the well-being of communities. This will allow the RCMP to continue to play a key role in promoting healthier and safer communities in Canada and internationally.

Aboriginal Community Partnerships – seeking ways to further improve the good working rapport with Aboriginal people across Canada (particularly in communities under RCMP jurisdiction), while at the same time attracting Aboriginal members. *Communities+ 2003* shares key objectives with the Services to Aboriginal Communities strategic priority, specifically in complementing efforts to demonstrate value for service, building new and strengthening existing partnerships and addressing issues related to recruiting, developing and retaining the right people. To show how sustainable development fits with organizational business lines, we will engage in a pilot project with CCAPS to achieve the joint objective of safer and healthier communities. The underlying assumption is that investment in the wellness and safety of Aboriginal communities will result in a reduction in crime in these communities.



Youth – is an RCMP strategic priority to identify the root causes of crime to stop criminal activity at its inception. Youth census in 2000 is at 554 million worldwide, of which just over 2 million live in Canada.¹¹

Currently, many youth enter the criminal justice system – with a 90% chance of a youth conviction resulting in an adult sentence in a federal institution. The NYS is one of the best places to concentrate our efforts on raising awareness about the relationship between crime and sustainability given the direct impact on the social and economic well-being of Canadians.

The new commitments focus on understanding the relationship between the safety of young people and the communities in which they live. In consultation with CCAPS, the “Whole Child Project” in Whitehorse, Pacific Region will be used as a case study to demonstrate crime prevention through social development and the police role in environmental investigation and crime prevention.¹² For example, a Community Coordinator in Whitehorse is exploring the needs and interests of the families and coordinating the delivery of programs in partnerships with community organizations. As well, the Whitehorse Detachment RCMP members are coaching evening sports activities, contributing to other programming activities and providing transportation for the children and their families.

Integrated Pest Management – understanding the biophysical impacts on RCMP operations and how this relates to local communities when applying pest controls. Sustainable communities are also those that experience good health. Pesticide use has often been considered as a simple environmental

11. Population Reference Bureau. Youths 15-19. From the WWW, September 2003. PRB The World Youth 2000. <http://www.prb.org/datafind/prjprbdata/wcprbdata.asp?DW=DR&SL=>

12. *Communities+ 2003* shares this common objective – Objective I.6 on the National Youth Strategy BSC (Objective I-7 on the CCAPS BSC).

concern, but it is now seen to have direct impacts on human health and safety. Only four other Organization for Economic Co-operation and Development (OECD) nations use more pesticide per capita than Canada, and Canada is the only OECD nation that does not have a database to collect data on pesticide use and sales, making it difficult to develop appropriate protection policies.¹³ In the CESD's view, more attention is also needed on strengthening formal mechanisms, such as memoranda of understanding between government departments.¹⁴

STRATEGIC PRIORITY 2

STEWARDSHIP OF RESOURCES

Integration of the environment into the RCMP's everyday business means focusing more attention on the relationship between operations and programs and their influences on the biophysical environment to avoid serious long-term outcomes such as pollution and resource exploitation. As with other countries committed to Agenda 21, the Government of Canada and the RCMP are concerned with the unsustainable patterns of consumption. By unsustainable consumption, we mean the purchasing of goods and services that increases the scarcity of resources. Maintaining resource pools without compromising their availability to future generations is a global issue and one to which Canada has made many commitments on local, national and international levels. Despite those commitments, and those of other countries, non-renewable resources continue to be depleted quickly, and renewable resources are being consumed in excess of their natural rates of regeneration.

Sustainable development literature reports that the quality and availability of natural resources continues to deteriorate. The gravity of this situation is in the fact that the biophysical environment is the supporting foundation of all life, including human society.

The primary concern is that without clean air, water, food and shelter (the basic requirements for survival), our collective social structure cannot be safe and secure. The sustainability of communities is compromised if they lack the ability to steward their resources and limit degradation of their environment.¹⁵

Communities+ 2003 builds on previous strategies by focusing on the stewardship of resources, with commitments in four areas that the RCMP can reasonably influence at this time, including ongoing influence in waste management, green buildings (operations and design) and transportation management. Environmental crime is a new emphasis driven by its increasing importance on a national and international level.

Waste Management Operation – finding ways to best reduce waste at the front end of the waste stream. Given the significant challenges faced in changing recycling practices in smaller and remote RCMP detachments, research efforts will focus on the identification of conservation and waste reduction opportunities.

13. Canada vs. the Organisation for Economic Co-operation and Development (OECD).

From the WWW, Sept. 2003, <http://www.environmentalindicators.com/htdocs/indicators/15pest.htm>

14. Report of the Commissioner of the Environment and Sustainable Development. *Managing the Safety and Accessibility of Pesticides*. 2003, Oct 7. From the WWW, Oct. 2003, <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/c20031001ce.html>

15. *A Sustainable Europe for a Better World: A European Union Strategy for Sustainable Development*.

From the WWW Sept. 2003, http://europa.eu.int/eur-lex/en/com/cnc/2001/com2001_0264en01.pdf

Facility Management and Design – incorporating sustainable design principles in the construction of all new facilities as well as the efficient and responsible management of waste from the renovation of existing buildings. All aspects of the building life cycle will serve as points for investigating opportunities for the conservation of resources, wise use of energy and pollution prevention.

Transportation Management – determining the most efficient means of reducing vehicular, boat and aviation emissions through exploring innovative ways to maintain the existing fleet. As well, the focus is also on awareness and education about alternate ways of transportation for RCMP employees.



Environmental Crime – understanding the relationship between environmental crimes as “organized crime” and sustainability with initial focus on sustainable development education and learning opportunities for members. Environmental crime is one of the top five Canadian concerns – second only to illegal drug trafficking.¹⁶ However, investigations of organized crimes appear to centre on social or economic issues without any connection to the environment even though environmental crime touches every aspect of our lives.¹⁷ Recognition can also be given to socio-economic aspects – people are ill from air pollution, livelihoods are put at risk by habitat destruction and quality of life suffers when resources are no longer available for daily use.

STRATEGIC PRIORITY 3

CORPORATE RESPONSIBILITY

Corporate responsibility, also known as the triple bottom line, full-cost accounting and corporate social responsibility, includes all efforts by an organization to meet its own needs and the needs of its stakeholders while showing clear accountability and rigorous stewardship of all resources.

Globally, organizations have realized that the loss of stakeholder support for the organization and its goals hampers or precludes the attainment of those goals – they have lost the license to operate. Thus, organizations have begun to manage that relationship through corporate responsibility strategies and programs. Communicating their commitments to stakeholders as part of corporate responsibility allows organizations to both manage their reputation and educate and affect the behavior of all stakeholders towards common goals of sustainability.

Governments, like private corporations, are increasingly expected to meet rigorous regulations and societal expectations of responsible behavior. The public’s demands for visibility of process, accountability for results and ethical behavior is growing. The Government of Canada, through its Results for Canadians initiatives, requires departments to show corporate responsibility through efforts such as Modern Comptrollership, workplace wellness, etc.¹⁸

16. Environmental crime referred to includes illicit trade in ozone depleting substances (ODS) and illicit hazardous waste treatment and disposal. The Canadian illicit drug market is between \$7 billion and \$10 billion annually. Report # 2000/07.

Transnational Criminal Activity: A Global Context. 2000, Aug.

From the WWW, September 2003, http://www.csis-scrs.gc.ca/eng/miscdocs/200007_e.html

17. Sapa. 2002, Aug. 13. Environmental crime costs billions.

From the WWW, Sept 2003, <http://iafrica.com/news/sa/143304.htm>

18. Treasury Board of Canada. 2000. *Results for Canadians 2000*. Ottawa.

As a starting point, *Communities+ 2003* focuses on two areas of this strategic priority:

Sustainable Business Practices – integrating sustainability principles into everyday business decisions and planning. Corporate responsibility requires not only the understanding of sustainable development but its integration into the way we live and work. The commitment will require extending the reach of *Communities+ 2003* into the daily activities of the RCMP as part of an ongoing effort. Corporate responsibility is closely aligned with the RCMP's use of Modern Comptrollership as the guide to organizational management. Modern comptrollership expects a set of results for this initiative that include strategic leadership, motivated people, shared values and ethics, integrated performance information, mature risk management, rigorous stewardship and clear accountability, all of which are consistent with promoting sustainability.

Capacity Building – determining the best ways to incorporate sustainable recruitment practices and management into the organization by initially focusing on Aboriginal members as internal stakeholders who provide knowledge, skills and tools to help meet goals, including acting as role models for youth in Aboriginal communities. *Communities+ 2003* is meant to complement the partnership that NAPS will continue to develop with Human Resources to recruit, develop and support Aboriginal and other members in order to strengthen the vitality of the RCMP through workplace diversity.¹⁹ *Diversity is absolutely key. It is important for us to represent the different cultures of Canada in the RCMP.*²⁰ This involves ongoing efforts to cultivate an internal climate where all members and employees feel valued, and minority groups are represented at all ranks and levels.²¹ Furthermore, the continued delivery of responsive policing, from a sustainable development perspective, means consideration of changes and values, expectations, demographics and cultural sensitivity that is reflective of the global mosaic.



The timing is right to focus on the recruitment, development and retention of the right people to be role models given the 22% increase in the Aboriginal population from 1997 to 2001. At the same time, there are increasing rates of suicide among Aboriginal people and the high number of Aboriginal people in federal institutions.

“I was placed in ‘D’ Division Recruiting in 1989 to bring up the numbers of our Aboriginal Members in Manitoba. When I started in the section, there were 34 Aboriginal members in Manitoba. I recruited aggressively by attending any function that I thought would attract Aboriginal people to the Force, such as career days at schools, Pow Wows, etc. Within three years, the number of Aboriginal members in this Division increased to 119. Currently we have 139 Aboriginal members. 61 were hired under the Aboriginal Cadet Development Program, and out of those, there [are] currently 43 in the RCMP as regular members. Since that time, we have continued to increase the number of Aboriginal members, largely because of positive role models.”

Sergeant Sam Anderson, ‘D’ Division

19. *Communities+ 2003* shares the objective (LI on the Aboriginal Strategy BSC).

20. Ewanovich, Jim. Chief Human Resources Officer, RCMP. “Capturing Diversity,” *Pony Express*, October 2003.

21. About 6% (880 employees) of the RCMP workforce (both civilian and regular members). NAPS presentation, Sept. 16, 2003.

5.3 GOALS, OBJECTIVES AND TARGETS

A set of national commitments were developed for *Communities+ 2003* using a results chain framework (Annex 1). This process included identification of major assumptions that could impede the implementation of the strategy. As well, risks to successful completion of targets were identified as either high, medium, or low. Assumptions and risk will be revisited during the strategy implementation to allow for proactive adjustments in our course of action.

The results chain served as a way to logically choose strategy commitments that were closely linked to the RCMP strategic priorities and those identified during the issues scan. The national commitments flow from the three strategic priorities: sustainable communities, stewardship of resources and corporate responsibility. The focus on sustainable communities and corporate responsibility is in line with the RCMP's strategic priorities as set out in the Department's RPP 2003-2004. The continued commitment to stewardship of resources builds on the work done in the previous strategies and furthers efforts to integrate environmental considerations into the RCMP's everyday business.

Each national commitment consists of one goal and associated objectives and targets. In some cases, targets feed into more than one objective. National commitments include a total of 8 objectives and 16 targets. The underlying assumption is that these commitments can reasonably be achieved over *Communities+ 2003*'s time horizon, given a relatively stable external environment (i.e., no extreme security threats) and ongoing support from senior management, members, employees and communities. As well, the basic premise is that long-term changes in behaviour and practices can be achieved by extending the reach and influence of *Communities+ 2003* in efforts to raise awareness about sustainable development internally and with partners.

STRATEGIC PRIORITY 1

Sustainable Communities

<p style="text-align: center;">GOALS</p> <p style="text-align: center;">LONG-TERM OUTCOMES / IMPACTS</p>	<p style="text-align: center;">OBJECTIVES</p> <p style="text-align: center;">MEDIUM-TERM OUTCOMES</p>	<p style="text-align: center;">TARGETS</p> <p style="text-align: center;">SHORT-TERM OUTCOMES</p>
1A. COMMUNITY PARTNERSHIPS		
<p>National 1.0: Healthier and Safer Communities.</p>	<p>National 1.1: RCMP plays an active role in sustainable communities.</p>	<p>National 1.1.1a: The added value of RCMP's role in communities is understood by FYE 2006.</p> <p>National 1.1.1 b: Partnerships relative to sustainable communities are effective by FYE 2007.</p>
1B. ABORIGINAL COMMUNITIES		
<p>National 1.0: Healthier and Safer Communities.</p>	<p>National 1.2: RCMP plays an active role in the development of sustainable Aboriginal communities.</p> <p>National 1.3: RCMP has improved / adjusted delivery of services to meet community needs.</p> <p>National 1.4: RCMP actions are based upon knowledge of Aboriginal peoples and communities (perceptions, issues, culture).</p>	<p>National 1.2.1a: RCMP has improved relationships with Aboriginal communities by FYE 2010.</p> <p>National 1.3.1a: RCMP understands how to improve/adjust services to meet community needs by FYE 2006.</p> <p>National 1.4.1a: Knowledge of Aboriginal peoples and communities (perceptions, issues, culture) increased by FYE 2007.</p>

STRATEGIC PRIORITY 1

Sustainable Communities

GOALS LONG-TERM OUTCOMES / IMPACTS	OBJECTIVES MEDIUM-TERM OUTCOMES	TARGETS SHORT-TERM OUTCOMES
1C. YOUTH – CRIME REDUCTION		
<p>National 1.0: Healthier and Safer Communities.</p>	<p>National 1.1: RCMP plays an active role in sustainable communities.</p>	<p>National 1.2.1b: RCMP is an active partner addressing root causes of youth crime, especially in Aboriginal communities by FYE 2005.</p> <p>National 1.1.1c: The link between sustainability and the initiatives to address the root causes and consequences of youth crime are understood by the RCMP by FYE 2005.</p>
1D. INTEGRATED PEST MANAGEMENT		
<p>National 1.0: Healthier and Safer Communities.</p>	<p>National 1.1: RCMP plays an active role in sustainable communities.</p>	<p>National 1.1.1d: In keeping with our stakeholders priorities, we are committed to implement IPM and communicate the benefits to employees and the local communities by FYE 2007.</p>

STRATEGIC PRIORITY 2

Stewardship of Resources

<p style="text-align: center;">GOALS</p> <p style="text-align: center;">LONG-TERM OUTCOMES / IMPACTS</p>	<p style="text-align: center;">OBJECTIVES</p> <p style="text-align: center;">MEDIUM-TERM OUTCOMES</p>	<p style="text-align: center;">TARGETS</p> <p style="text-align: center;">SHORT-TERM OUTCOMES</p>
2A. WASTE MANAGEMENT OPERATION		
<p>National 2.0: Increased capacity to sustain Canadian and global natural resources.</p>	<p>National 2.1: The RCMP manages its asset portfolio from cradle to cradle.</p>	<p>National 2.1.1a: The opportunities for waste reduction and waste management understood by the RCMP by FYE 2005.</p>
2B. FACILITY MANAGEMENT AND DESIGN		
<p>National 2.0: Increased capacity to sustain Canadian and global natural resources.</p>	<p>National 2.1: The RCMP manages its asset portfolio from cradle to cradle.</p>	<p>National: 2.1.1b: Integration of sustainable development principles into facility management and design by FYE 2008.</p>
2C. TRANSPORTATION MANAGEMENT		
<p>National 2.0: Increased capacity to sustain Canadian and global natural resources.</p>	<p>National 2.1: The RCMP manages its asset portfolio from cradle to cradle.</p>	<p>National 2.1.1c: Integration of sustainable development principles into transportation management by FYE 2007.</p>
2D. ENVIRONMENTAL CRIME		
<p>National 2.0: Increased capacity to sustain Canadian and global natural resources.</p>	<p>National 2.2: RCMP contributes to reduced environmental impacts by partnering with other departments in the investigation of environmental degradation.</p>	<p>National 2.2.1a: RCMP understands the relationship between organized criminal activities and environmental degradation by FYE 2006.</p>

STRATEGIC PRIORITY 3

Corporate Responsibility

<p style="text-align: center;">GOALS</p> <p style="text-align: center;">LONG-TERM OUTCOMES / IMPACTS</p>	<p style="text-align: center;">OBJECTIVES</p> <p style="text-align: center;">MEDIUM-TERM OUTCOMES</p>	<p style="text-align: center;">TARGETS</p> <p style="text-align: center;">SHORT-TERM OUTCOMES</p>
3A. SUSTAINABLE BUSINESS PRACTICE		
<p>National 3.0: Organizations of excellence making sustainable development a way of doing business.</p>	<p>National 3.1: Value of sustainable development demonstrated to the RCMP, its clients, and partners.</p>	<p>National 3.1.1a: Business processes and procedures incorporate sustainable development principles in a manner that demonstrates accountability by FYE 2011.</p> <p>National 3.1.1b: The understanding of RCMP's role in sustainable communities communicated through awareness programs by FYE 2009.</p>
3B. CAPACITY BUILDING		
<p>National 3.0: Organizations of excellence making sustainable development a way of doing business.</p>	<p>National 3.2: The RCMP as an organization of excellence recruits, trains, develops, supports and retains the right people.</p>	<p>National 3.2.1a: The RCMP understands the value of sustainable development principles in the recruiting, training, development and support of Aboriginal and other members in all ranks by FYE 2005.</p> <p>National 3.2.1b: Partnerships relative to sustainable workforce are effective by FYE 2007.</p>

6.0

Implementation Structure

During implementation of *Communities+ 2003*, the RCMP's role as a guarantor of public safety will likely continue to evolve in the face of changing demographics, globalization and technological advances. Thus, implementing *Communities+ 2003* will be a challenging endeavor but one that will have the potential to facilitate change over the long term.

Developing the capacity and tools necessary to achieve the strategy commitments requires a sustained yet flexible effort to adapt to changing conditions. The proposed Sustainability Management System (SuMS) will represent a blend of the existing Sustainable Development Environmental Management System (SDEMS) principles and practices and incorporate social reporting controls also in use.

The foundations of the SDEMS established in 2000 will be revisited to realign with existing management tools:

- Reassess roles, responsibilities and authorities with regard to SuMS
- Establish and maintain procedures for communication and information sharing among the sustainable development team / RCMP / external partners
- Document SuMS core elements, processes, updating procedures
- Establish and maintain procedures for document control and archiving
- Establish operational and corrective action controls for implementation, monitoring and reporting

SuMS will enable the RCMP to balance implementation of socially and environmentally focused commitments to allow for the demonstration of individual results in each commitment area, including interrelationships.

Staff responsible for the maintenance of the proposed SuMS will report on the findings of the internal audit program to senior management and provide recommendations for strengthening and improving SuMS. A record will be kept of all recommendations and actions taken.

6.1 ACTION PLANS

The results chain exercise introduced at the June 2003 workshop was used at a follow-up workshop in October 2003 by regional managers to develop regional sub-targets to which specific activities were decided on by each region. Regional and policy centre action plans demonstrate how each group contributes to national targets to meet the medium-range objectives and long-range goals. Each action plan outlines specific activities, resources, responsibilities, costs and time frames associated with each activity.

6.2 ROLE AND FIT OF THE STRATEGY

To ensure a broader reach of *Communities + 2003* within the RCMP, it is important to understand the role and fit of the strategy with the reporting and accountability cycle. There are specific areas where *Communities+ 2003* complements the RCMP's business planning tools and processes, showing consistency with the philosophy of modern management and reporting. Key tools within the RCMP planning and reporting cycle are described in relation to integration with *Communities+ 2003* include:

- **Report on Plans and Priorities (RPP)**: Serves as the organization's three-year plan. *Communities+ 2003* is more closely aligned with the RCMP's strategic priorities than previous strategies. Specifically, the focus on Aboriginal, youth and corporate responsibility is common to both the RPP and *Communities+ 2003*.
- **Departmental Performance Report (DPR)**: Presents the RCMP's accomplishments in consideration of their performance expectations set out in the RPP. The reporting process in *Communities + 2003* will enable closer coordination of reporting between regions and headquarters making it easier to communicate value to the organization and to Canadians.
- **Modern Comptrollership**: This is the management philosophy and monitoring tool to integrate financial / non-financial performance information to better manage risk. This involves a cultural shift from emphasis on controls and compliance to rigorous stewardship of all resources (financial, human, environmental, intellectual), which is also fundamental to achieving the commitments in *Communities+ 2003*.

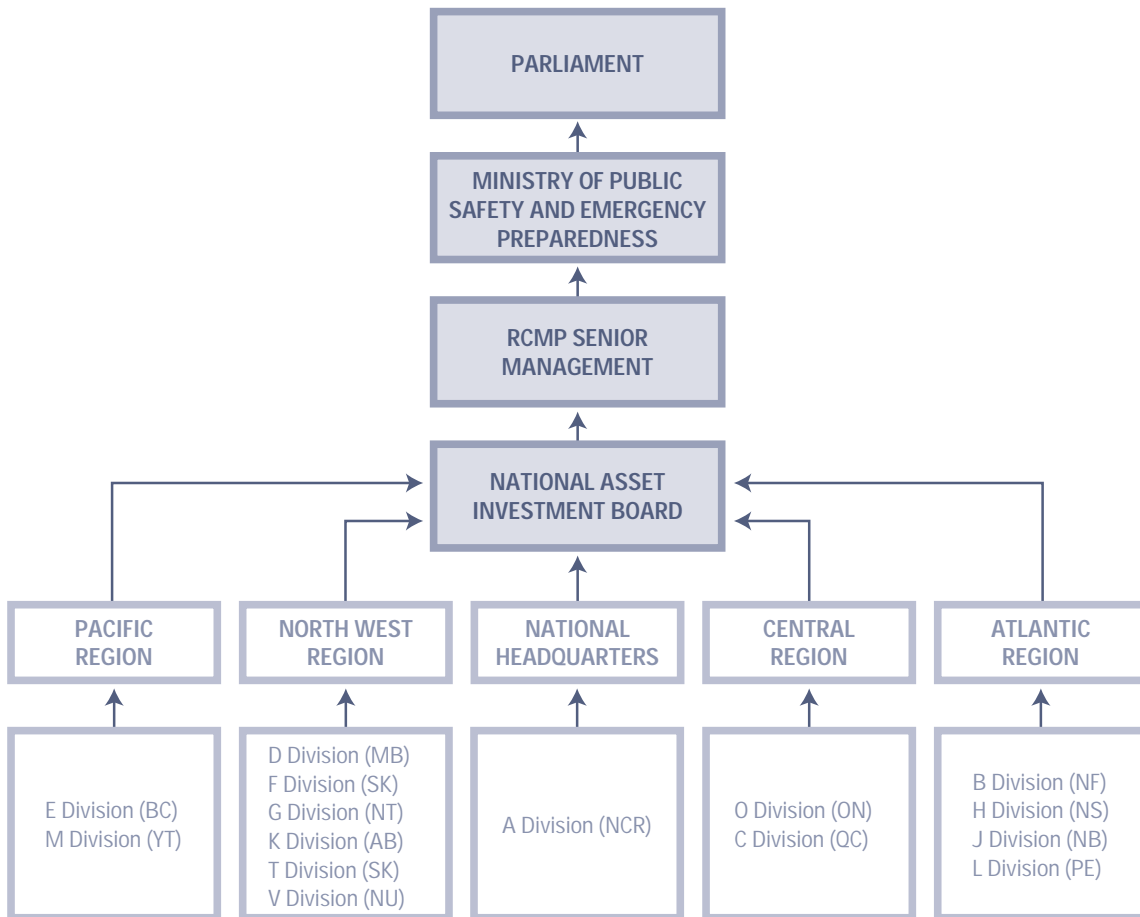
6.3 WORKING GROUP RELATIONSHIP

The mandate of the RCMP's National Asset Investment Board (NAIB) established in 2003 is to oversee the development and implementation of the strategy. The NAIB consists of five regional directors of assets and procurement, the director for National Client Service, the Director of Investment Strategy Assets Management Program and the Director General of Corporate Assets Management Branch (CAMB), who is the Board chair.

The National Director is ultimately responsible for the development of the strategy and works with Regional Directors to ensure its implementation. The National Director and the Regional Directors (National Headquarters, Atlantic, Pacific, North West and Central) are responsible for reporting on progress in their respective regions. As well, they may also work cooperatively on joint activities and monitor each other's efforts. Decisions deemed to require senior management level consultation are vetted through various senior management committees. Figure 4 presents a high-level overview of the reporting structure that pertains to sustainable development strategies.

From a functional perspective, the Corporate Infrastructure business line supports the development and implementation of the strategy through two service lines, Human Resources and Management and Corporate Management. Corporate Management is responsible for many of the operational issues including property, fleet and procurement. In addition, it facilitates the efforts of managers to make links between the organization's strategic priorities and broader government priorities and initiatives. To date, Corporate Management has been the primary resource within the RCMP responsible for the development and implementation of the sustainable development strategies.

FIGURE 4 REPORTING STRUCTURE



6.4 PERFORMANCE EVALUATION AND REPORTING

There is growing global recognition that sustainable development reporting demonstrates an organization's willingness to be held accountable for its actions.²² Comprehensive performance evaluation and reporting requires that organizations bring about sustainable development as an ongoing, learning-driven process. Although reporting needs to reflect day-to-day management practices and be consistent with yearly cycles required by government, sustainable development targets often take long time periods to accomplish.²³ To ensure that actions are moving the RCMP progressively forward to reach sustainable development goals, the RCMP established an Environmental Performance Evaluation Framework in 2000. The five key elements of the framework are consistent with the CESD expectations and also reflect sound project management principles. The five elements of the framework are presented as follows:

22. World Business Council for Sustainable Development. 2003. Annual Report.

Geneva: World Business Council for Sustainable Development.

23. Managing and reporting on environmental performance from a compliance perspective in areas such as pollution prevention and waste reduction falls under the RCMP's environmental management program and is not reported in *Communities+ 2003*.

Indicators

Indicators provide answers to the question, “how do we measure our progress toward targets and demonstrate value of results?” Similar to the Balanced Score Card, indicators also provide data that are useful in increasing organizational motivation and verifying the validity of a strategy. Because an indicator is essentially a “proxy,” abstract social concepts such as *fear of crime*, *value* or *efficiency* need to be translated into something observable and measurable. The October 2003 workshop served as a forum for the RCMP to compile a data bank of indicators tied to each target. These indicators will be further refined and data sources identified or created where necessary.

Information Collection System

The existing SDEMS data tracking system will be revised as part of the merge with SuMS. This data system outlines the methodology, frequency and responsibilities for collecting data. It outlines accountabilities for reporting results and establishes milestones for collecting and reporting on indicators. Regions are responsible for the conduct of their respective activities and for collecting the data that are necessary to ensure indicators are viable.

Reporting System

An annual performance report will document progress and results achieved against target indicators. The data feeding into the strategy annual report will also be useful in annual DPR reporting.

Corrective Action

Identification of non-conformance, management review of progress and annual issues scanning will allow the RCMP to take necessary corrective action so that efforts continue to lead us toward the goals set out in *Communities+ 2003*. Internal auditing procedures will be applied to ensure that SuMS is working as efficiently as possible.

Review and Improvement

Review of progress on activities will be handled regionally and reports will be provided to the NAIB to allow for consideration of RCMP efforts Canada-wide. The findings and recommendations of each review will provide direction for continual improvement of the strategy implementation, including the evaluation and reporting framework.

The most important function of the framework is to allow the RCMP to evaluate its success during implementation so that corrections can be swiftly made if indeed any strategy commitments are not clearly aligned and closely linked to activities.

7.0

Consultations

Internal consultations between Corporate and regional representatives involved tele-conferences, a spring and summer workshop, and regular e-mail communications. Consultations with CCAPS also represent a concerted effort to identify a logical place to begin integrating *Communities+ 2003* within the RCMP business planning process. In mid-2003, a meeting between the Policy Centre and CCAPS confirmed the commitment to focus on the areas of “Aboriginal Communities” and “Youth” in *Communities+ 2003*.

Our experience with CCAPS is a positive indicator and will serve as a model for us to approach other RCMP business lines as *Communities+ 2003* is implemented in the medium term.

7.1 CONSULTATIONS WITH OTHER GOVERNMENT DEPARTMENTS

As the roles and responsibilities of federal, provincial/territorial, municipal and Aboriginal communities evolve, there is growing recognition of the need to work together in partnerships to achieve sustainable development goals. To this end, the *Communities+ 2003* development process took seriously the need to work collaboratively with communities and consulting partners at all levels.

Regions are in constant communication with clients and stakeholders, working together continuously to evaluate needs and focus the direction of our services. By broadening *Communities+ 2003* scope, client reach has also been broadened. This kind of continuous consultation has been built into *Communities+ 2003* action plans, most notably in the commitments aligned with the vision of Safe Homes, Sustainable Communities.

In keeping with the RCMP’s Environmental Policy, consultations involved meeting with other government departments including Public Safety and Emergency Preparedness (PSEPC), and sharing information pertaining to the development of the strategy. These consultations provide a foundation from which to build on a broader consultative process in the future. In particular, areas of mutual interest appear to be in sustainable development awareness and learning, youth and Aboriginal community safety and wellness. The focus of each of the PSEPC (formerly Solicitor General Canada) departments shows a common involvement in public safety as follows:

- Safe homes and safe communities (RCMP)
- Maintenance of a just, peaceful and safe society (CSC)
- Safety and security for Canadians (PSEPC)

Consultations, including personal meetings, e-mail and telephone communications, are ongoing and will continue throughout the implementation of *Communities+ 2003*. As more is learned about other departments, a greater appreciation will be developed about what needs to be done to accomplish goals or parts of goals that appear to be shared. From current discussions, partners may need to focus on the following areas to be able to form effective partnerships in the future: establishing how, where and when to collect baseline data (i.e., referral to actual information that you plan on measuring); establishing informal/formal communication paths that are effective and inclusive; and creating a common vocabulary to facilitate discussion of *Communities+ 2003* and sustainable development.


8.0

Conclusion

The development of *Communities+ 2003* has been a significant milestone in defining sustainable development for the RCMP. Focusing on the priorities of sustainable communities, stewardship of resources and corporate responsibility will allow the RCMP to integrate sustainable development principles into its strategic planning and operations. While supporting our goal of Safe Homes, Safe Communities, *Communities+ 2003* signifies the RCMP's strengthened commitment to Canada's vision for a sustainable future.



ANNEX 1: RESULTS CHAIN TEMPLATE

PLANNING	INPUTS	ACTIVITIES	OUTPUTS	REACH	OUTCOMES	GOALS	STRATEGIC ANALYSIS
HOW DO WE INVEST?	WHAT DO WE INVEST?	WHAT DO WE DO?	WHAT DO WE PRODUCE?	WHO DO WE REACH?	WHAT ARE THE SHORT-TERM IMPACTS? (targets)	WHAT ARE THE ULTIMATE IMPACTS?	WHAT DO THE RESULTS MEAN?
RCMP	RCMP	RCMP	RCMP	RCMP / PARTNERS	RCMP / PARTNERS	MICRO GOALS: FEDERAL GOVERNMENT DEPARTMENTS	RCMP / CANADIANS
→	→	→	→	→	→	→	
	Staff Volunteers Time Money Materials Equipment Technology	Advise Facilitate Assess Donate Monitor Review Inform Consult	Workshops Reports Information Programs Projects Knowledge Consultations Records	Participants Recipients Canadians Partners Donors OGDs	Changes in Learning Awareness Knowledge Attitudes Skills Opinions Motivations	Changes in Conditions Social Economic Governance Environmental	
					WHAT ARE THE MEDIUM-TERM IMPACTS? (objectives) Changes in Behaviour Practice Decision-making Policies Social action	MACRO GOALS: CANADA Changes in Conditions Improved health Improved safety Sustainable communities	
MANAGEMENT RESULTS				ENABLING RESULTS		DEVELOPMENT RESULTS	
DIRECT CONTROL				INDIRECT CONTROL		INDIRECT INFLUENCE	
← ASSUMPTIONS →							
					 RISK (High, Medium, Low)		