
U.C.C.M. POLICE SERVICES COMMISSION



UCCM POLICE SERVICES COMMISSON
STRATEGIC PLAN 2005/2006

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Acknowledgements

This strategic plan has been developed by members of the UCCM Police Services Commission, by the Chief of Police and senior personnel of the UCM Anishnaabe Police Service, as well as the Policy Analyst from our tribal council, the United Chiefs and Councils of Manitoulin. The facilitator of the two day planning process in May 2005 was Mr. R. Fitches, of Fitches Consulting Inc.

Miigwech is expressed to everyone involved for the development of this strategic plan, and for their valuable input in making the important function of planning process a valuable tool for the effective governance of our Police Service.

This plan has been approved by the UCCM Police Services Commission. The tribal council, UCCM, as the lead organization which plays an instrumental role in the policing function, has also been provided a copy of this report.

The strategic plan is reviewed on a quarterly basis by the Commission, to determine the successes, ongoing progress, and any challenges that are being encountered in the implementation of the plan.

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Mission

The membership of the United Chiefs and Councils of Manitoulin Island believe the Creator gave us the right and responsibility to govern ourselves and our territories; Therefore, the mission of the U.C.C.M. Anishnaabe Police governing authority is to provide effective, efficient, and culturally sensitive police services to the membership founded on the principles of community-based policing and self-determination.

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1. Increase Overall Investigative Effectiveness

OBJECTIVES

- a. Maintain and improve active participation in and support of UCCM Justice Project
- b. Improve the quality of Crown Brief Submissions through ongoing liaison with Manitoulin Crown Attorney's Office
- c. Maintain effective and ongoing interaction/communications between victims and police about status of investigations;
- d. Identify and meet core training needs
- e. Track and recognize investigative follow-up activities
- f. Encourage and recognize mentoring activities

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Supervisors monitor/measure follow-up activities of investigators, including informing victims of likely outcomes, next steps, progress of investigations, etc.		
Random satisfaction survey calls to person reporting, victim, etc., shortly after interaction with officer(s)		
Monitor clearance rates and other available data		
Develop operational policy on when investigations can be closed by supervisors;		
Include Manitoulin victim services information on police website for easy		

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access by public		
Assess and complete an inventory of current employee skills, specialty areas, assess any additional investigation training requirements needed		
Request training positions in deficiency areas at appropriate training institutions		
Implement mutually agreed protocols with other Manitoulin police service on information sharing/major case notifications		
Determine feasibility of implementing terminal for access (read only) to OPP systems		
Chief of Police to meet bi-annually with Crown Attorney to determine any problem areas in court brief submissions		
Chief of Police to meet bi-annually with UCCM Justice Project Co-ordinator to determine any problem areas in the diversion of cases to restorative justice		
Continue quarterly police bulletins (crime reports) advising public of outcome of investigations		
Determine feasibility of using website as one available source to distribute current information about investigations – i.e. appeals for public assistance, etc		
Assess any current technologies that may assist in effective investigations		

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Assess improvements that can be made to Records Management system – make necessary submissions to software developer		
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1A – Drug Crime

To reduce our communities’ drug crime by developing an enforcement strategy in partnership with UCCM communities

OBJECTIVES

- a. Utilize joint forces operations for targeted investigations; (i.e. working with Manitoulin OPP detachment, Wikwemikong Tribal Police, Anishinabek Police, Greater Sudbury Regional Sudbury Police
- b. Increase public awareness of:
 Prescription Drug problem
 Drug recognition
- c. Promote community responsibility for crime reporting by promotion of programs such as Crime Stoppers, Neighbourhood Watch, etc.
- d. Increase trafficking prosecutions by 25% in comparison to 2004
- e. Increase possession prosecutions by 25% in comparison to 2004

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Host and schedule meetings with community leaders who are interested in developing a drug enforcement action plan with the Service;		
Secure permission for helicopter fly by permissions on Crown lands;		
Host and schedule a Manitoulin joint police services meeting to discuss pooling of human resources for drug investigation projects; Senior personnel to schedule quarterly meetings for progress updates		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Implement a highly publicized/visible Crimestopper campaign promoting citizens to call in drug information to help police combat this problem utilizing UCCM officer voice-overs		
Research current technologies/any specialized equipment that may be available for use for executing successful drug investigation		
Explore policy development for in-service informant reward system (including budget)		
Feature news bulletin articles about the anti-social effects of drug use in the community		
Schedule minimum of two canine drug sweeps at schools during the year		
Host community service workshops on current drug use/drug trends for awareness, purchase updated drug kit/drug display (at schools, etc)		
Publicize offender names who have been charged with drug offences to increase community awareness (in accordance with public disclosure/reporting standards)		
Schedule regular meetings with other Commanders in the island regarding ongoing issues, investigations, concerns, etc.		
Publicize the fact that Reduction of		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Drug Crime is a priority item for the UCCM Police Commission (feed into publishing names of offenders)		



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1B – Property Crime

To increase the effectiveness of investigations and prevention of property crimes (business and personal property) in partnership with our communities

OBJECTIVES

- a. Encourage the reporting of property crimes by developing a public campaign strategy;
- b. Increase community prevention efforts
- c. Increase community confidence in reporting property crimes by improving the property crime clearance rate in comparison to 2004;

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Implement a campaign on benefits of "Operation Identification"		
Explore use of appropriate police surveillance equipment for use in investigations; i.e. specific or recurring problem areas;		
Schedule and conduct 25 hours of snowmobile property & cottage checks during the year		
Develop a 6 month campaign activity schedule in property crime prevention;		
Host a bicycle registration clinic during a selected period (i.e. Tuesdays in June) for prevention and effective returns of bicycles;		
Tabulate the costs of property crime		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
within our service area to report financial impact on our communities; i.e. annual \$ of property loss values – publicize costs of property crimes;		
Utilize random mail outs within service area distributing information regarding “Operation Identification” – i.e. itemizing property susceptible to theft;		
Promote Crimestoppers/Operation Identification in radio ads/using UCCM officer voice-overs;		
Explore opportunities/interest in adopting “neighbourhood watch” or other similar programs aimed at property crime prevention;		
Work with local businesses by updating alarm/key holder information on police records;		

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1C – Road Safety

To increase the road safety by developing strategies and initiatives in partnerships with our communities

OBJECTIVES

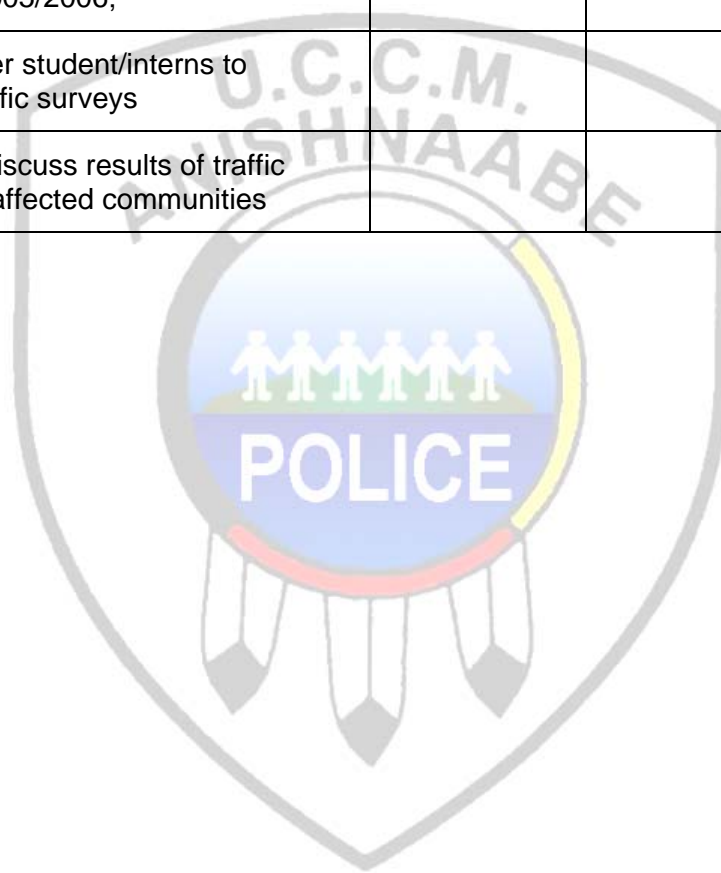
- a. Improved use of Public relations / Media campaigns
- b. Develop short and long term campaigns as appropriate, seasonal
- c. Strict, consistent enforcement
- d. Inter-agency cooperation; M.T.O., Manitoulin Injury Prevention Coalition, etc.
- e. Increase Prosecutions:
 - Impaired Driving
 - Speeding
 - Seatbelts
 - ATV

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Publicize results of campaigns undertaken: In-Service news bulletins, local media (Manitoulin Expositor)		
Supervisors assign officer to Radar, HTA, etc. on a regular basis		
Implement/install the software capabilities for the speed display sign to report statistics;		
Schedule and conduct ATV patrols during the month of August and September 2005 – set goal of 25 hrs;		
Inventory and assess current		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
equipment, and determine enhancements, new products for implementation;		
Utilization of 100% of R.I.D.E. grant funds for 2005/2006;		
Use summer student/interns to perform traffic surveys		
Distribute/discuss results of traffic surveys to affected communities		



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1D – Family Violence

To increase the effectiveness of family violence investigations and strategies in partnership with our communities

OBJECTIVES:

- a. Increase inter-agency cooperation with other community agency partners
- b. Active involvement in the Partner Assault Response (PAR) Program
- c. Increase our officers' awareness of PAR and other diversionary programs

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Increase public awareness of supports available for victims of Family Violence cooperate, communicate and collaborate with various agencies that are involved in these situations; i.e. CAS, School, Health, etc.		
Participate in community team approaches to violence reduction		
Educate/inform officers regarding PAR program and other associated programs		
Ensure distribute victim assistance 'purple cards' to victims of violence		
Offer community service awareness sessions as requested e.g. Healthy Dating, etc.		

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2. Strengthen Community Partnerships

OBJECTIVES

- a. Create Community Relations/Crime Prevention/Agency Liaison Officer position
- b. Active participation in Community Development Strategy from UCCM
- c. Increase the Service's proactive policing presence in the areas of
Prevention
Community education
Community awareness

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Determine feasibility/logistics for position of community relations officer for consideration for review by Commission in Aug 2005, and any other requirements needed; Develop draft job description;		
Participate in initiatives with community justice partners or other community action groups, such as M'Chigeeng CSAT group, UCCM Justice Project, PAR, Probation and Parole Services, Victim/Witness Services, VCARS; etc		
Utilize the opportunity of the Service's 10 yr anniversary to liaise and partner with other community justice partners and other police services in the area to enhance public visibility;		
Participate in initiatives with community justice partners or other		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
community action groups, such as CSAT group, UCCM Justice Project, PAR, Probation & Parole Services, Victim/Witness Services, VCARS;		
Ensure that communities are aware of the Service's community relations activities and programs;		
Explore possibility of purchasing reliable community service vehicle;		
Utilization of the community service vehicle at least three times during the year as an interactive tool with the public;		
Ensure representation and participation from service at UCCM community development strategy meetings; Provide necessary information as requested;		
Development of a in-service software library for community presentations (i.e. PowerPoint presentations on popular topics);		
Ensure a schedule of quarterly website updates, work on refreshed design, add more prevention and safety information to site;		

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3. Implement Professional Development Plan

OBJECTIVES- PERFORMANCE MANAGEMENT – KNOWLEDGE BASED

- a. Acknowledge participation in cultural programs in evaluations
- b. Develop and maintain a staff skills inventory that meets the Service needs
- c. Identify/provide learning opportunities in core function areas
- d. Begin preparing/discussions for succession planning

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Assess current inventory of training specialty areas held by officers; Determine any		
additional training requirements needed;		
Schedule supervisor training module in conducting effective performance management reviews;		
Completion of 100% employee performance reviews by March 31, 2006		
Completion of Chief of Police performance review by March 31, 2006;		
Promote positive employee morale by hosting one team-building, recreational event during the year;		
Provide one mandatory employee learning opportunity in the key areas of public communications and public		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
speaking skills;		
Schedule one mandatory time management session for all employees; re: case mgmt, follow up techniques		
Improved utilization of protocol agreements with other police services – i.e. use specialized units when required;		
Explore a employee merit reward system for good job performance;		
Obtain up-to-date information on courses, training possessed by all officers		
Begin sensitizing staff to the reality of succession planning for some time in the future		

OBJECTIVES- PERFORMANCE MANAGEMENT – CULTURAL AWARENESS

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- a. Identify and provide learning opportunities in First Nation policing or other First Nation specific issues;
- b. Encourage active participation in cultural events
- c. Provide a welcoming learning environment to all employees in the area of cultural sensitivity
- d. Encourage and recognize mentoring activities by promoting the voluntary participation of employees in cultural awareness activities;

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Facilitate training opportunities in First Nations specific knowledge areas		
Provide one mandatory culturally significant training session per employee per year		
Encourage 'informal' opportunities for personal development		
Create awareness within Service that officer attendance at culturally significant events will form part of their overall evaluation		

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4. Strengthen Governance Functions

4A – Police Commission Governance

OBJECTIVES

- a. Review policies to confirm operational needs being met
- b. Continue development of an accountability framework to UCCM, to members of the public, to responsibly manage the fiscal responsibilities
- c. Strengthen and promote professional development activities for Commission; Identify and satisfy Commission training needs;
- d. Plan for smooth and effective succession of Commission members

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Review 2005/2006 budget by June 2005, after the identification of strategic plan priorities		
Adopt 2005/2006 strategic plan by June 2005 – forward to UCCM for their review		
Mandatory annual review of roles/responsibilities of Commission members		
Quarterly report to Chiefs and Councils from Commission through community representatives		
Update corporate by-laws in conjunction with UCCM		
Attending and liaising with other First Nation police governance groups to learn and share best practices		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Assigning completion of the standing orders for the service		
Secure and finalize funding needs for the Service's police building project – anticipate additional costs required from operational budgets by July 2005		
Attendance by Commission representative for at least 3 conferences/workshops on FN policing		
Attendance by Commission representative for at least 1 conference/workshop hosted by non-First Nation policing representatives		
Coordinate planning for community consultations during Winter 2006 in preparation for renewal of UCCM Policing agreement		
Ensure all vacancies on Commission filled for adequate representation		
Ensure all new members serving are provided an orientation experience to the Commission		
Administration to provide and discuss quarterly financial reports of year to date expenditures		
Continue quarterly report updates to CEO of UCCM and UCCM Justice/Policing Portfolio holder as one method of communication		

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4B – Develop UCCM Citizens’ Review Committee

OBJECTIVES

- a. Seek out appropriate members
- b. Complete appropriate guidelines
- c. Increase public awareness
- d. Identify and satisfy training needs
- e. Create and utilize communications with other First Nations oversight
 - i. groups

TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
Reassess and amend (if necessary) defining statement(s) in policing agreement		
Discuss and decide on appellate role for Committee		
Discuss and decide on proactive, community feedback role for Committee		
Discuss and decide on coordinating role for the Committee (who does what, reports to whom, etc.)		
Explore contracting of services to coordinate and schedule Review Committee business; Ensure independence and objectivity is addressed; (i.e. perhaps independent work location other than at police office, etc);		
Develop Terms of Reference for		

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TASKS AND ACTIVITIES	ASSIGNED TO	RESULTS/COMMENTS
contract of services upon approval;		
Explore potential utilization of Review Committee for community consultation process in Winter 2005 (in preparation for renewal of UCCM policing agreement);		
Develop public information brochures about the purpose and functions of the Review Committee		
Seek agreement between the Commission and employees on the composition/members of the Committee (i.e. balanced and objective, not pro or anti police, etc.); Recruit members for Committee accordingly;		
Completion of roles and responsibilities guidelines for Review Committee members;		
Schedule training sessions in areas identified by members;		
Attend and organize meetings, workshops of best practices with other First Nation oversight groups in Ontario;		

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Implementation

The implementation of this plan is as important a phase as the planning process itself. It will involve a number of processes, including:

- Communication of the strategic plan to the stakeholders to front line officers of the service
- Development of action plan for specific tasks and activities identified in the plan;
- Monitoring the reporting upon the status of the plan, on a quarterly basis;
- Updating and revising the plan as required;

Each task and activity will be assigned by the Chief of Police for completion.

Any recommendations for a change in the strategic plan will be made by the Chief of Police and presented to the UCCM Police Services Commission for their approval.

