

UCCM ANISHNAABE POLICE

Strategic Plan
- April 1, 2015 to March 31, 2018

*Approved by UCCM Police Services Commission
January 28, 2016*

*The UCCM
Anishnaabe Police
provides effective
and efficient policing
while respecting and
protecting our
communities.*





Facilitation Services: About Kenjgewin Teg Educational Institute (KTEI)

Kenjgewin Teg Educational Institute is an Anishinabek controlled and directed education organization that strives to provide a comprehensive, qualitative, cultural and holistic approach to First Nations based education, training and services. As an Anishinabek community-based learning institute, providing clients with trainers and facilitators who are knowledgeable and sensitive to issues in Aboriginal communities is important in serving clients well. Through a growing network of Aboriginal and non-Aboriginal professionals who each have their areas of expertise to supplement training and facilitation services to clients in most any subject area, including the use of modern tools such as ThinkTank collaboration software, we are able to offer value-added services competitive in the industry.



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Acknowledgements

This strategic plan has been developed with three key and primary organizational stakeholders: input from member First Nation communities, members of the UCCM Police Services Commission and personnel of the UCCM Anishinaabe Police Service (uniform and civilian staff). Information, data and surveys were collected and used in the development of the 2015-2018 UCCM Anishinaabe Police Strategic Plan: this included an external environmental scan (including SWOT analysis) completed by senior police team staff members, a police service employee survey and employee meetings, and the results of the November 2014 community crime prevention survey conducted by the police service in each member First Nation community. Raw data and/or approved summaries may be available for release as determined by contacting T. Sayers, Director of Corporate Services of the UCCM Anishnaabe Police.

Using these various sources of information, members of the UCCM Police Services Commission, the Chief of Police, Director of Corporate Services, together with Kenjgewin Teg Educational Institute as facilitators, formalized a three year strategic plan as a result of discussions, debates, and meeting held on the following dates:

- ▶ May 5, 7, 20, 2015 - Police Services Commission members, Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ May 22, 2015 - Director of Corporate Services and KTEI (Facilitators)
- ▶ June 5, 2015 - UCCM Police Services Commission members, Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ June 28, 2015 - UCCM Police Services Commission members, Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ July 27, 2015 - UCCM Police Services Commission members, Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ August 19, 2015 - Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ September 8, 2015 - Chief of Police, Director of Corporate Services and KTEI (Facilitators)
- ▶ October 6, 2015 - Chief of Police, Director of Corporate Services and KTEI (Facilitators)

UCCM Police Commission Members and Police Service Senior Team

- ▶ George Francis - Elder Representative
- ▶ Peter Nahwegahbow - Aundeck Omni Kaning
- ▶ Don Francis - Whitefish River First Nation
- ▶ Tom Hare - M'Chigeeng First Nation
- ▶ Derek Assiniwe - Sheguiandah First Nation
- ▶ Christine Bigras - Zhiibaahaasing First Nation
- ▶ Elizabeth Laford - Sheshegwaning First Nation
- ▶ Rodney Nahwegahbow - Chief of Police
- ▶ Taylor Sayers - Director of Corporate Services

Miigwech!



2015-2018 Strategic Plan: Public Safety and Emergency Response

- ▶ Stakeholders in the development, and now implementation, of this strategic plan recognize and assure community members of the United Chiefs and Councils of Mnídoo Mnising, and all other readers of this strategic plan, that core duties and obligations in emergency response and calls for service remain an integral and consistent part of activities and services performed by the UCCM Anishinaabe Police. Accordingly, these activities are not identified specifically within this 2015-2018 Strategic Plan as such duties and obligations are inherently understood as an integral part of police service delivery. The priorities identified in this short term, three year strategic plan does not in any way diminish or detract from the known and expected duties in law enforcement of maintaining and preserving life and public safety
- ▶ Stakeholders in the development of this 2015-2018 Strategic Plan have used an activity based/operational approach to planning (vs. an longer term outcome or impact approach), which is consistent and has been stated as a preference in developing strategic activities based on emphasis of management and operational needs within a short term planning cycle





GOAL 1

Quality Assurance:
Communication & Management



GOAL 2

Learning & Growth:
Cultural Competency



GOAL 3

Presence, Visibility &
External Communications



GOAL 4

Partnerships with Communities
& Service Providers

UCCM Anishnaabe Police
2015-2018 Strategic Plan Summary

OUTCOME - GOAL 1 Quality Assurance: Communication, Management & Operations	OUTCOME - GOAL 2 Learning and Growth: Cultural Awareness & Competency, Health and Wellness	OUTCOME - GOAL 3 Proactive Police Presence, Visibility and Enhanced External Communications	OUTCOME - GOAL 4 Police Partnerships with Mniidoo Mnising and Area Communities, Community Service Providers
<i>To build trust and faith in management through fairness and open communication contributing to increased employee morale, job satisfaction, and continued teamwork.</i>	<i>To create a safe and respectful police learning environment in all areas, including cultural knowledge and Anishinabemowin, for the benefit of staff well-being, to instill pride and to better serve the communities.</i>	<i>UCCM Anishinabe Police Service will define what proactive policing means for the communities of Mniidoo Mnising. Officers will engage in initiatives that foster positive, community relationships that will encourage open communications in the prevention and reporting of crimes, and other calls for service.</i>	<i>Community organizations in various sectors will increase their relationships, roles and communications with the police service to help create effective and new innovative models of service delivery for community members in crisis.</i>
OBJECTIVE 1.1 Effective Internal Communication Processes	OBJECTIVE 2.1 Anishinabemowin and Anishinabek Teachings: Creating Linkages to First Nation Policing	OBJECTIVE 3.1 Creating Relationships with Community for Proactive Policing	OBJECTIVE 4.1 Enhanced community linkages of police service with community leadership and community organizations
OBJECTIVE 1.2 Effective and Efficient Employee Management: Leadership, Recruitment, & Operational Efficiency	OBJECTIVE 2.2 Professional Skills Development for Modern First Nation Policing Professionals	OBJECTIVE 3.2 Enhancing External Communications: Chief of Police & Police Commission Members	OBJECTIVE 4.2 Increase the use of alternative dispute resolution methods, community mobilization/integrated service models
OBJECTIVE 1.3 Strengthening Operational Practices: Policy Review and New Policy Development		OBJECTIVE 3.3 Enhancing External Communications: Consistent Public Reporting	
Performance Measure (Monitored Annually):			
Employee satisfaction, via an annual survey, will show increased job satisfaction.	Learning plans will be developed for 100% of all staff on an annual basis which is recognized and noted in employee performance appraisals. There will be a self-rating component to measure progress and growth from each staff member's perspective.	Through community engagement, surveys and with police service staff, arrive at a common definition of what proactive policing means by 2018; Monitor trends in one or two key areas identified each year and matching/complementing activities completed each year (may be either an increase or decreasing in reported crimes over the three years) - to begin an understanding of why such crimes are occurring in our service area in the first place.	Number of referrals, including proactive communications/linkages with community agencies will increase annually by 10%, using 2015 as benchmark data starting point. Community will increase their involvement and have improved relationships with the police service as a result of community mobilization and prevention efforts via the annual crime prevention survey each November.





UCCM Anishnaabe Police Strategic Action Plan 2015 - 2018 (3 Years)

OUTCOME - GOAL 1

Quality Assurance: Communication, Management & Operations

To build trust and faith in management through fairness and open communication contributing to increased employee morale, job satisfaction, and continued teamwork.

VISION & MISSION

The UCCM Anishnaabe Police will be a partner in community wellness by providing proactive, culturally sensitive, and innovative service while respecting existing laws customs and traditions.

The UCCM Anishnaabe Police provides effective and efficient policing while respecting and protecting our communities.

Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
OBJECTIVE 1.1 Effective Internal Communication Processes	a) Create terms of reference document for "Internal Police Communications" document outlining various meeting types, identifying purpose, agenda context, frequency, reporting process for: <ul style="list-style-type: none"> ▶ daily shift announcements ▶ staff meetings; internally focused; provide sample of eligible agenda items; ▶ platoon meetings; internally focused; provide sample of eligible agenda items supervisor meetings: internal focused; e.g. supervisors will have meetings with their respective platoons; issue directive to meet monthly; report back to Chief of Police; ▶ detachment planning meetings; i.e. internal staff representation, but agenda is focused on external community based activities/events/campaigns/issues/concerns; provide sample of eligible agenda items ▶ other as required 	Chief of Police; Supervisors; Director of Corporate Services		December 2015
	b) Establish strategic goal reporting process and template; i.e. Chief of Police and Supervisor reporting system linked to Commission's strategic goals; Chief of Police reporting to Commission	Chief of Police; Supervisors; Director of Corporate Services		March 2016
	c) Create and implement an annual schedule with various meeting types in accordance with terms of reference communications guidelines as adopted	Director of Corporate Services; Supervisors; Chief of Police		January 2016
	d) Research, create or purchase a communication platform/space to document various communication types: records of meeting, discussions, results, action items, etc. for all staff to access as needed	Director of Corporate Services		January 2016



Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
	e) Create electronic/digital police calendar highlighting all internal events/meetings, external events/community service activities, including staff holidays, professional development, training etc.; update, revise accordingly throughout the year as required for accuracy and completeness;	Supervisors		January 2016 January 2017 January 2018
	f) Prepare and distribute an "annual report" of results/status as per strategic plan and other items of interest to the public	Chief of Police; Commission		June 2016 June 2017 June 2018
OBJECTIVE 1.2 Effective and Efficient Employee Management: Leadership, Recruitment, & Operational Efficiency	a) Update and revise all senior leadership, supervisory job descriptions to reflect current needs and demands; seek best practices advice and input from 2-3 other police agencies similar in scope, size and mandate in serving First Nation communities; seek formal approval by Police Commission	Chief of Police; Director of Corporate Services		March 2016
	b) Review and create revised hiring and selection policy for a) uniform staff and b) civilian personnel; ensure policy includes aims/objectives in hiring new recruits, aims/objectives in hiring experienced constables, hiring committee composition; ensure background checks are consistently applied and practiced in the appropriate stage of hiring and selection as determined by best practices recommended by other agencies	Director of Corporate Services		September 2016
	c) Research, review and select best practices for internal competitions from 1-2 other police agencies who are similar in scope, size and mandate in serving First Nation communities; seek formal approval by Police Commission	Director of Corporate Services		March 2016
	d) Create and implement an in-service multi-year supervisor management training professional development plan: i.e. skills development in management and learning; soft skills; performance evaluations; key funding mechanisms in FN policing sector, new sector developments/issues; establish minimum learning areas to be achieved in this strategic cycle	Chief of Police; Supervisors		March 2016; ongoing thereafter
	e) Create and implement an in-service multi-year office training plan that will strategically complement the needs and strengths of both employees (civilian and uniform) and the demands of the service	Chief of Police; Supervisors;		January 2016
	f) Create terms of reference for an employee health and safety committee, and recruit members representatives from management, officers and civilian staff;	Supervisors		January 2017





UCCM Anishnaabe Police Strategic Action Plan 2015 - 2018 (3 Years)

OUTCOME - GOAL 2

Learning and Growth: Cultural Awareness & Competency, Health and Wellness

To create a safe and respectful police learning environment in all areas, including cultural knowledge and Anishinabemowin, for the benefit of staff well-being, to instill pride and to better serve the communities.

VISION & MISSION

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Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
OBJECTIVE 2.1 Anishinabemowin and Anishinabek Teachings: Creating Linkages to First Nation Policing	a) Create an organization of learning/commitment to learning: Review and update current policy areas regarding cultural leave and language learning to ensure strategic plan objectives are supported	Director of Corporate Services		January 2016
	b) Revise/update police service performance evaluation system area for self-reporting, self-assessment in Anishinabemowin and Anishinabek teachings/learning	Director of Corporate Services		January 2016
	c) Complete employee performance review with overview/results reporting to Chief of Police; Chief of Police reports compliance and overall results to Commission	Supervisors; Chief of Police		October - Dec annually by Supervisors; January reporting to Commission
	d) Create new employee orientation program for new staff (civilian and uniform), which includes history and purpose of FN policing model	Director of Corporate Services		February 2017
	e) Offer one specialized training session per calendar year related to the area of Indian residential schools and impacts of colonization on current policing sector and work of police officers in modern context; i.e. history of colonization and modern society as foundational elements; introduced gently and slowly]; target participation rate of 70% by year three of strategic plan, March 2018; access and utilize Maamwi partner initiatives as appropriate	Director of Corporate Services; Social Navigator		Ongoing Annually



Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
	f) Coordinate minimum of one organizational awareness / in-service learning opportunities annually of Anishinabek worldview, customs and practices; promote active usage of police arbor facility; Supervisors seek input from officers on topics (e.g. results from annual employee survey or other); utilize internal staff communication tools (staff meetings etc.) to provide three cultural teachings to be hosted as part of in-service at staff meetings by end of year three (i.e. average of 1 per year); [introduced gently and slowly]	Supervisors; Director of Corporate Services; Social Navigator		Ongoing Annually
	g) Support 1-3 employees annually per calendar year to participate in one Maamwi cultural learning opportunity to increase public visibility of police officer participation in cultural learning;	Supervisors		Ongoing Annually
	h) Anishinabemowin learning - 50% of staff learn conversational greetings and self-introductions, internally promoted and practiced within office; gradual move and comfort toward expression of external greetings and self-introductions on telephone and in person by final year of strategic plan; [introduced gently and slowly]	Supervisors; Director of Corporate Services		Ongoing
	i) Hire and secure two language speakers for informal conversational/situational learning; create schedule for access of officers on varying shifts; set minimum established target (2 hrs per quarter per platoon, including civilian employees)	Director of Corporate Services		November 2015
	j) Display and create Anishinabemowin language visuals in both internal and public areas of police building	Director of Corporate Services		Ongoing
	k) Coordinate annual training session to police officers and civilian staff in the topic of cultural safety; understanding lateral violence in the community, in the workplace;	Director of Corporate Services; Social Navigator		Annually - 3X over three years
	l) Conduct annual employee satisfaction survey; include questions on cultural knowledge and language in service learning initiatives	Director of Corporate Services		November 2015; November 2016 November 2017
	m) Commission members attend and participate in one cultural and healing workshops annually to demonstrate police service board commitment to learning	Commission		Ongoing Annually
	a) Create an organization of learning/commitment to	Chief of Police,		January



Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
OBJECTIVE 2.2 Professional Skills Development for Modern First Nation Policing Professionals	learning: human resources skills development plan (training outside of Ontario Police College) for three year cycle; plan reviewed and approved by Police Commission	Director of Corporate Services		2016
	b) Increase mental health professional development and skills for police officers to effectively respond to calls for service: provide minimum of one opportunity annually to increase officer understanding of mental health and addictions in First Nation communities; (i.e. mental health first aid training, invite Maamwi partners as presenters, other;	Supervisors, Social Navigator		Ongoing Annually
	c) Include issues and concerns regarding (public?) mental health as regular agenda item at staff meetings	Social Navigator/ Supervisors		
	d) Host 3 platoon lunch n' learn activities to ensure ongoing education occurs, i.e. pending, new policies and legislation in the public safety sector	Supervisors to coordinate; employee participation		Annually
	e) Establish formal presentation and reporting process for all employees participating in skills development and training, including Ontario Police College competency training; establish reporting process of Chief of Police to Commission	Director of Corporate Services		Quarterly ongoing
	f) Police-Community engagement meetings; complete two per year with communities; select event dates where community is already gathering as practical;	Commission; Chief of Police		
Performance Measure(s) (Monitored Annually):	Learning plans will be developed for 100% of all staff on an annual basis which is recognized and noted in employee performance appraisals. There will be a self-rating component to measure progress and growth from each staff member's perspective.			





UCCM Anishnaabe Police Strategic Action Plan 2015 - 2018 (3 Years)

OUTCOME - GOAL 3

Proactive Police Presence, Visibility and Enhanced External Communications

UCCM Anishnaabe Police Service will define what proactive policing means for the communities of Mnídoo Mnising. Officers will engage in initiatives that foster positive, community relationships that will encourage open communications in the prevention and reporting of crimes, and other calls for service.

VISION & MISSION

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Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
OBJECTIVE 3.1 Creating Relationships with Community for Proactive Policing	a) Create (new) community policing policy in support of a community engagement model for approval by the Commission; policy to include formalized intent and purpose toward balanced and shared workload distribution by uniform staff, overall organizational expectations of uniform staff in establishing positive community relationships with individuals and organizations; include range and/or targets as guidelines or reference points as agreed	Chief of Police CSO Supervisor; Social Navigator		March 2017
	b) Employee engagement in community engagement model and policy development: host 1-2 sessions with police officers for input, clarity and feedback	Chief of Police; Supervisors		March 2016
	c) Establish annualized and individualized officer work plan targets supporting the (new) community engagement model; individualized work plans to consider preferences and strengths of employee(s), results reported annually in employee performance system; provide officers opportunities to pick the events that they can attend;	Chief of Police; Supervisors		March 2017 and ongoing
	d) Develop an annualized CSO work plan to improve consistency and reduce variability in events/schedule demands for community presence; CSO to have lead role in establishing targets and activities each year; civilian staff support in preparing annual calendar, quarterly objectives and activity requests	Community Service Officer; HR and Finance Officer; Social Navigator; Administrative Assistant		March 2016 March 2017 March 2018
	e) Encourage multi-year funding for crime prevention programs for both Aboriginal youth and adult groups (National Crime Prevention Centre) based on annual work plan targets and objectives; support skill and capacity development for CSO, supervisors, and civilian staff employees in project development, proposal writing, and implementation	Community Service Officer; HR and Finance Officer; Social Navigator; Administrative Assistant		Ongoing to March 2018



Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
	f) Internal documentation of proactive policing activities - ensure <i>patrolling</i> efforts captured in police occurrence reporting system; determine other data collection options such as GPS monitoring, determine other best practices implemented by other police services and other similar efforts; provide rationale for internal reporting requirements to uniform staff for consistency and buy-in	Director of Corporate Services; Chief of Police		March 2016
	g) Create and post quarterly community events calendar: officers to select/choose events to increase community awareness knowledge of uniform staff; reporting back to Chief of Police; individualized results reported annually in employee performance evaluation system per new community policing policy	Community Services Officer; Social Navigator		Quarterly Ongoing
	h) Internal documentation of proactive policing activities - ensure <i>events</i> attended in community by officers captured in police occurrence reporting system; # of events annually by each officer established as 4 per year/minimum of 1hr attendance as a reportable event	Director of Corporate Services; Chief of Police		March 2016
	i) Create and implement a police-youth internship/mentoring program with each member First Nation community with their service providers for pooled resources as needed; i.e. explore police cadets, summer camps as introduction to policing careers	Community Service Officer		March 2015
	j) Prepare and implement formal evaluation process/plan of police services with key community stakeholders by end of strategic cycle	Director of Corporate Services		March 2016 and Ongoing
OBJECTIVE 3.2 Enhancing External Communications: Chief of Police & Police Commission Members	a) Mandatory orientation session(s): new Commission members and roles and responsibilities; orientation topic areas to include: structure of Ontario's First Nation policing environment; understanding the nature of government, funding structure and agreements; intake and processing of public concerns to police service for timely and effective response(s); responsibilities between balancing crime issues and governance issues as Commission members; reporting requirements to First Nation Chief and Council	Director of Corporate Services		March 2016 and Ongoing
	b) Host (joint) annual 1 day training/refresher session in First Nation Police Governance for members of UCCM Police Commission and Wikwemikong Police Service (if interested) for shared practices, networking, collaboration and shared costs	Director of Corporate Services; Chief of Police		March 2018
	c) Commission Members: provide consistent information and awareness on the role of police service with community leaders by presenting updates with Chief of Police to member First Nations; Commissioner initiative in scheduling of community leadership presentations; two member communities selected per year;	Commission Members; Chief of Police		Ongoing Annually



Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
	d) Standardize the Commission member reporting format for consistency in information provided to communities (i.e. new hires; statistics, etc.; any items of reportable/general interest to community)	Director of Corporate Services		Bi-Annual by March 2016; Quarterly in 2017 and 2018
	e) Mandatory orientation session(s): new Commission members and roles and responsibilities; orientation topic areas to include: structure of Ontario's First Nation policing environment; understanding the nature of government, funding structure and agreements; intake and processing of public concerns to police service for timely and effective response(s); responsibilities between balancing crime issues and governance issues as Commission members; reporting requirements to First Nation Chief and Council.	Director of Corporate Services		March 2016 and Ongoing
OBJECTIVE 3.3 Enhancing External Communications: Consistent Public Reporting	a) Printed Media - consistent contributions to Maamwi Naadamadaa newsletter; specific inclusion of officer, civilian, and commission member profiles to be included in quarterly newsletter as part of regular submission each quarter (i.e. 1-2 each issue); designate and rotate responsibility for quarterly story and profile writing;	Supervisors Director of Corporate Services; Commission Members		March 2018
	b) Printed Media - submit reports to local printed media Expositor newspaper on bi-weekly basis; may include crime reports and proactive presence, other positive community involvement.	Community Service Officer		Ongoing to March 2018
	c) Website Communications: update and review information relating to public complaint process on website; ensure mobile friendly access and interactive media; provide support and training to designated civilian staff for website content and maintenance to ensure quarterly updates (minimum) are made to organizational website	HR and Finance Officer		Ongoing to March 2018
	d) Radio - utilize (free) community bulletins/information spots on two local radio stations as eligible, for crime prevention and public safety messages; minimum of 3 messages per year	Community Service Officer		Ongoing to March 2018
	e) Social Media - formalize an organizational social media policy using best practices of others in sector; distribute information relating to crime, crime prevention and proactive community involvement, promote positive presence/activities; goal of 500 "Likes"	Director of Corporate Services		Ongoing to March 2018
Performance Measure(s) (Monitored Annually):	Through community engagement, surveys and with police service staff, arrive at a common definition of what proactive policing means by 2018; Monitor trends in one or two key areas identified each year and matching/complementing activities completed each year (may be either an increase or decreasing in reported crimes over the three years) - to begin an understanding of why such crimes are occurring in our service area in the first place.			





UCCM Anishnaabe Police Strategic Action Plan 2015 - 2018 (3 Years)

OUTCOME - GOAL 4

Police Partnerships with Mniidoo Mnising and Area Communities, Community Service Providers

Community organizations in various sectors will increase their relationships, roles and communications with the police service to help create effective and new innovative models of service delivery for community members in crisis.

VISION & MISSION

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Outputs (service delivery/ implementation target area)	Strategies (activities)	Responsibility	Status/ Update	Timeline (target completion date)
OBJECTIVE 4.1 Enhanced community linkages of police service with community leadership and community organizations	a) Continued participation in UCCMM Maamwi Naadamadaa and strategic plan activities; reportable to Commission on bi-annual basis	Chief of Police; Social Navigator		Ongoing - Annually
	b) Create front line service personnel networking opportunities: meet and greet sessions with Kina Gbezhgomi Child and Family Services, Health Services in each member First Nation; Supervisors introduce their platoon members to community service providers; each supervisor participates in (3) opportunities by end of strategic cycle;	Social Navigator; Supervisors		Ongoing - Annually
	c) Priority Relationships: M'Chigeeng Drug Strategy Committee; Manitoulin Mental Health Network; Aboriginal Youth Committee; UCCM Justice and Mental Health Committee; UCCM Justice Project; Manitoulin Injury Prevention Coalition; Domestic Violence Coalition; results of work/activities reported to Commission on bi-annual basis	Chief of Police; Social Navigator; Supervisors		Ongoing - Annually
	d) Host a First Nation police conference for front line officers and service providers; sharing of best practices with partners/organizations; explore, participate in Maamwi Conference, planning - cohost with Maamwi partners as shared activity - i.e. theme of shared services/social navigation	Chief of Police; Director of Corporate Services; Social Navigator		November 2016
OBJECTIVE 4.2 Increase the use of alternative dispute resolution	a) G'Chi Naadmaadwin Teg, front line service community mobilization hub - consistent and regular public reporting via communication activities in this plan, including statistics such as # of referrals to/from participating organizations/agencies; aggregated reporting to Maamwi Naadamadaa on quarterly basis beginning Jan 2016;	Chief of Police; Social Navigator		January 2016 and ongoing



methods, community mobilization/ integrated service models	b) Create alternative dispute resolution and conflict resolution processes and training for all senior and supervisory staff; determine context and applications in public complaint vs calls for services environments; provide training to all uniform and civilian staff	Chief of Police Director of Corporate Services;		March 2017
	c) Conduct 2-3 public presentations/to various external audiences about purpose, role and ongoing results of social navigator initiative	Social Navigator; Chief of Police		March 2018
Performance Measure(s) (Monitored Annually):	Number of referrals, including proactive communications/linkages with community agencies will increase annually by 10%, using 2015 as benchmark data starting point. Community will increase their involvement and have improved relationships with the police service as a result of community mobilization and prevention efforts via the annual crime prevention survey each November.			





UCCM POLICE

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