

# U.C.C.M. Anishnaabe Police Service

## Strategic Plan

April 1, 2010 – March 31, 2015



July 30, 2010

# UCCM Anishnaabe Police Service FIVE YEAR STRATEGIC ACTION PLAN

# SUMMARY OF GOALS AND OBJECTIVES

## GOAL 1

### PUBLIC CONFIDENCE AND ACCOUNTABILITY

To build public confidence and accountability by enhancing the trust and integrity of the Service

#### Objective 1.1 Redress

Ensure a public redress process is available and communicated to the public

#### Objective 1.2 Jurisdiction

Increase the public's understanding and awareness of the Service's role and police officer authorities in the UCCM communities

#### Objective 1.3 Achievements

Acknowledge the achievements and accomplishments of the Service staff and community members

#### Objective 1.4 Personal Development

To create public confidence in Service personnel by introducing personal development learning opportunities for staff

## GOAL 2

### EDUCATION AND PREVENTION

Provide programs and services utilizing our Anishinabek traditions and culture.

#### Objective 2.1 Existing Programs

To plan and enhance existing program delivery

#### Objective 2.2 Cultural Understanding and Awareness

Increase the understanding and awareness that Anishinabek traditions and culture can play in policing.

#### Objective 2.3 Community Issues

Develop crime prevention services that are based on community issues and concerns

#### Objective 2.4 Visibility

To enhance visibility in First Nation communities

## GOAL 3

### PARTNERSHIPS

To enhance existing police partnerships and build new ones

#### Objective 3.1 New Partners

Police Services Commission create new partnerships with other FN policing/justice partners

#### Objective 3.2 Current Partners

Maintain and Enhance current justice/community partnerships

#### Objective 3.3 Agency Networking

Continue with existing inter-agency networks

## GOAL 4

### LEARNING & GROWTH

To introduce both personal and professional development learning opportunities for the Service

#### Objective 4.1 Cultural Sensitivity Training

To Develop a Anishnaabe cultural sensitivity training component which utilizes teachings

#### Objective 4.2 Human Resource Management

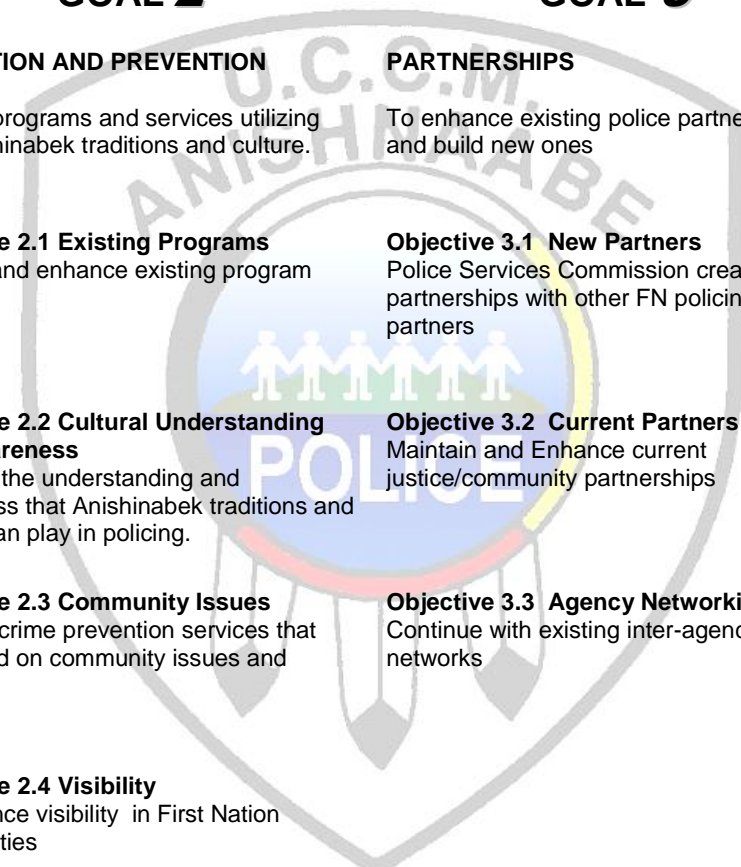
Improve existing human resource management systems

#### Objective 4.3 Work-Life Balance Program

Develop a Work-Life Balance Program to nurture healthy employees

#### Objective 4.4 Reduce Lateral Violence

Create awareness and understanding of lateral violence



# UCCM Anishnaabe Police Service STRATEGIC ACTION PLAN



**GOAL 1: Public Confidence and Accountability**  
To build public confidence and accountability by enhancing the trust and integrity of the Service.

LEGEND	
timeframe	Short = < 1 year Medium = 1-3 years Long = 3-5 years
Costs	\$ = can be done within existing resources \$\$ = some new funding required \$\$\$ = significant funding required

OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
<b>1.1 Redress</b> Ensure a public redress process is communicated and available to the public	1. Establish a Redress Committee.	*					1. Enaagdajwiiig Coordinator	\$	1. Committee is established, operational
	2. Development guidelines for the redress process.		*	*			2. EC and Commission (sub-committee)	\$	2. Guidelines, policies, terms of reference are completed
	3. Process will be ratified by the Commission.		*				3. Commission sub-committee	\$	3. Ratification of redress system approved, with support from UCCM Tribal Council
	4. Recruit a Coordinator to ensure redress process is in place.	*					4. Commission sub-committee	\$	4. Coordinator is hired
	5. Update communities on redress process.		*	*	*	*	5. Coordinator, sub-committee, and Commission	\$	5. Printed material is available and distributed
	6. Chief of Police meets with Chief and Council on a bi-monthly basis.	*	*	*	*	*	6. Chief of Police, Commissioner of community	\$	6. Six (6) meetings per year attended by Chief of Police and respective Commissioner
<b>1.2 Jurisdiction</b> Increase the public's understanding and awareness of the Police Services role and authority for the communities	1. Create an overview of the Officer training required and available as part of annual police week campaign.	*					1. Chief of Police and Commission	\$	1. Police week campaign (May) held, with information provided
	2. Create a Police Service video		*	*			2. Chief of Police	\$\$	2. Video created and completed
	3. Work with communities to create common by-laws		*	*	*	*	3. Maamwi, Commission (link to communities)	\$\$	3. Two common UCCM by-laws developed by year 5
	4. Submit UCCM newsletter articles on jurisdiction information	*	*	*	*	*	4. Chief of Police and Designate	\$	4. Four articles submitted
	5. Promote and increase use of website	*	*	*	*	*	5. Human Resources	\$	5. Updated website monthly
<b>1.3 Achievements</b> Acknowledge the achievements of the Service staff and	1. Highlight Officer's achievements in Police Service through a variety of mediums (new video, website, articles, newsletter, press releases)		*	*			1. Chief of Police, Sergeants	\$\$	1. Completed video, increased public knowledge/recognition of police officers

OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
community members	2. Complete articles on Community Service of the Police Service through a variety of mediums (website, press releases)	*	*	*	*	*	2. Human Resources	\$	2. Four (4) community service articles completed per year
	3. Create a calendar of the Police Service		*		*		3. Commission and Chief of Police	\$\$	3. Completed calendar every other year
	4. Recognize police officers and community members related to policing through awards at a "Policemen's Ball"	*	*	*	*		4. Commission and Chief of Police	\$\$	4. Policemen's Ball event held annually
<b>1.4. Personal Learning &amp; Development</b> To create public confidence in Service personnel by introducing personal development learning opportunities for staff.	1. Train officers to support and recognize positive behaviours.	*	*	*	*	*	1. Chief of Police	\$	1. Training completed
	2. Conduct training and awareness in non-verbal and interpersonal communication.		*		*		2. All staff as participants	\$	2. 100% staff participation rate by year 5; overall less/fewer complaints investigated by Chief of Police
	3. Track number of informal complaints or negative incidences	*	*	*	*	*	3. Chief of Police and Sergeants	\$	3. Number of informal complaints and negative incidences reduced year over year; receive at least 3 service compliments per year
	4. Include a review of Service Code of Conduct during annual performance appraisals as reminder of behaviour expectations	*	*	*	*	*	4. Chief of Police and Sergeants	\$	4. Personnel appraisal forms modified to acknowledge discussion and awareness of expected behaviour

# UCCM Anishnaabe Police Service STRATEGIC ACTION PLAN



**GOAL 2: Education and Prevention**  
Provide programs and services utilizing our Anishinabek traditions and culture.

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OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
<b>2.1 Existing Programs</b> To plan and enhance existing proactive education program delivery.	1. Continue to offer "D.A.R.E." and/or other drug awareness/prevention programs.	*	*	*	*	*	1. Peacekeeping Unit	\$	Increased growth and demand – delivered to all UCCM community students by year 5; number of cumulative participants > 350 by year 5
	2. Significant increase in the use of the UCCM Justice Program.	*	*	*	*	*	2. Chief of Police - all Staff (Officers and Peacekeepers)	\$	Increased number of pre and post diversions
	3. Continue to develop the Peacekeepers Program	*	*	*	*	*	3. Commission and Chief of Police	\$\$\$	Qualitative assessment: decrease in officers work load, increase community satisfaction, and number of recruits
<b>2.2 Cultural Understanding and Awareness</b> To increase the understanding and awareness that Anishinabek traditions and culture can play in policing.	1. Provide learning opportunities for police service.		*	*	*	*	1. Chief of Police	\$\$	Increased morale, confidence, # number of learning opportunities.
	2. Create a working environment for personnel to gain understanding of Anishinabek identity and heritage – how it relates to policing.		*	*	*	*	2. Commission and Chief of Police	\$\$	# number of requests
	3. Continue support of police Mkwa-deh Drum Group		*	*	*	*	3. Commission, Chief of Police, and Sergeants	\$\$	40% of officers, special constables become active in the drum group by year 5
	4. Provide and support language training opportunities for personnel		*	*	*	*	4. Commission and Chief of Police	\$	100 total hours of language learning lessons completed annually by staff; 25 hours completed annually by Commissioners
	5. Continue use/wear of ribbon shirts at educational events	*	*	*	*	*	5. Peacekeepers	\$	Positive public feedback, peacekeepers and drum group members regularly wearing shirts
<b>2.3 Community Issues</b> Develop crime prevention that are based on community issues and concern.	1. Organize community consultations on policing issues.		*	*	*	*	1. Chief of Police	\$\$	Consultations completed in 6 communities by year 5

OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
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<b>2.4 Visibility</b> To enhance visibility in First Nation communities	1. Participate in community events and gatherings.	*	*	*	*	*	1. Chief of Police, officers, and Peacekeepers	\$	20 hours annually of community service hours by each uniform staff member
	2. Additional proactive patrolling	*	*	*	*	*	2. Chief of Police and Sergeants	\$	25 hours annually in each patrol area type: ATV, Bicycle, Marine; Increase proactive patrols by 5% from 2009 baseline figures by community location

# UCCM Anishnaabe Police Service STRATEGIC ACTION PLAN



**GOAL 3: Partnerships**  
To enhance existing partnerships and build new ones.

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OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
<b>3.1 New Partners in Police Governance</b> Police Services Commission create new partnerships with other FN policing/justice partners	1. Sharing of best practices information between FN police governing agencies		*	*	*	*	1. Chief of Police and Commission Chair	\$	3 partnerships/relationship developed with FN police boards; Chairperson liaises annually with other FN police Chairpersons (formally or informally)
	2. Consult/discuss FN policing issues with other police governing authorities (boards)		*	*	*	*	2. Chief of Police and Commission Chair	\$	Develop a partner protocol, annual meeting
	3. Hold First Nation Policing Conference.					*	3. Commission sub-committee	\$\$	FN police governance conference held on Manitoulin Island
<b>3.2 Current Partners</b> Maintain and Enhance current justice/community partnerships	1. Maamwi Nadaamadaa: Continue participation and involvement with services integration objective	*	*	*	*	*	1. Chief of Police or designate	\$	Qualitative: Improved communication between police and Maamwi agencies
	2. Kina Gbezhgomi Child and Family Services: Revise existing protocol agreement to reflect changes in authority and relationships	*	*	*	*	*	2. Chief of Police and officers	\$	Completed new protocol, officers refreshed/trained on new child welfare protocols
	3. UCCM Justice Program: continue building and enhancing restorative justice partner relationships	*	*	*	*	*	3. Chief of Police, Sergeants	\$	Increase pre-charge diversion rate to 25% of eligible offences
	4. UCCM community Chiefs and Councils: regular communication, liaison	*	*	*	*	*	4. Chief of Police and Designate	\$	Provide quarterly statistics and updates to individual communities
<b>3.3 Agency Networking</b> Continue with existing inter-agency networks	1. Drug and alcohol strategies with UCCM/communities	*	*	*	*	*	1. Chief of Police	\$	Increase public reporting rate of drug crimes to police (2009 baseline statistics)
	2. Mental health agencies	*	*	*	*	*	2. Chief of Police	\$	Continued involvement with Maamwi Nadamaadaa meetings; Development of a collaborative resource directory for police
	3. Community Family Resources		*	*	*	*	3. Chief of Police	\$	Inclusion and continued involvement with Maamwi Nadamaadaa meetings; Development of a collaborative resource directory for police

# UCCM Anishnaabe Police Service STRATEGIC ACTION PLAN



**GOAL 4: Learning and Growth**  
To introduce personal and professional development learning opportunities for the Service.

LEGEND	
timeframe	Short = < 1 year Medium = 1-3 years Long = 3-5 years
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OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
<b>4.1 Anishinabek Cultural Sensitivity Training</b> To develop an Anishnaabe cultural sensitivity training component which utilizes traditional teachings	1. Gain support and participation from the UCCM Elder's Council.	*	*	*	*	*	1. Chief of Police and Commission	\$	Elder's Council Support and participation
	2. Seek input from staff on topics of interest, areas of interested learning.	*		*		*	2. Chief of Police & Sergeants	\$	Input from staff on areas of interests
	3. Seek partnerships on developing these training programs.		*				3. Human Resources & Commission	\$\$\$	Committed, long term partnerships developed with training agency(s)
	4. Develop the "core" content of the training program.		*				4. Human Resources, Chief of Police & Commission	\$\$\$	Core content training program identified
	5. Implement, deliver the training program.			*	*	*	5. Chief of Police and Commission	\$\$	50% personnel participation rate; total of 450 hours of training completed annually
<b>4.2 Human Resources</b> Improve existing human resource management systems	1. Development and implementation of employee recognition program.	*	*	*	*	*	1. Chief of Police and Human Resources	\$\$	Improvement of staff morale by comparing previous employee satisfaction survey with new survey results to be conducted
	2. Conduct annual performance reviews.	*	*	*	*	*	2. Chief of Police and Sergeants	\$\$	100% of personnel reviews completed annually
	3. Host annual staff retreat.		*	*	*	*	3. Human Resources	\$\$	Annual staff retreat is held
	4. Host UCCM police family event(s).		*	*	*	*	4. Sergeant	\$	1 family event held annually
<b>4.3 Balanced Work-Life Program</b> Develop a Work-Life Balance program to nurture healthy employees	1. Development a stress indicators test.		*	*	*	*	1. Human Resources	\$\$	75% participation of finished stress test
	2. Conduct quarterly talking circles and hold open sweat lodges.		*	*	*	*	2. Human Resources/Critical Incident Officer	\$	4 talking circles/sweat lodges held per year; average of 6 participants per year
	3. Develop programs, promote physical fitness and wellness.	*	*	*	*	*	3. Human Resources	\$\$	75% achievement of police fitness pin by year 5, less sick days year over year (2009 as baseline)



OBJECTIVE	ACTIVITIES/TASKS	TIMEFRAME 2010-11 to 2015					RESPONSIBILITY	COSTS	INDICATORS OF SUCCESS
		1	2	3	4	5			
<b>4.4 Reduce Lateral Violence</b> Create awareness and understanding of lateral violence	1. Conduct employee seminars on lateral violence which relate to both the workplace and the policing environment (LV in responding to calls for service)		*		*		1. Chief of Police and Human Resources	\$\$	Improved morale – compare employee job satisfaction results (pre/post seminar/workshops)

*The strategic plan was presented by the Chief of Police and acknowledged by the UCCM Tribal Council on July 29, 2010.*

*The strategic plan results will be reported quarterly to the UCCM Police Services Commission for effective monitoring and reporting.*

*The strategic plan will be amended or revised accordingly as needed between the Chief of Police and the UCCM Police Services Commission.*