

# STRATEGIC

# PLAN

2025-2028



**UCCM  
ANISHNAABE  
POLICE**

*Partners in Community Wellness*

# Table of Contents

Introduction	1
Message from the Commission Chair	2
Message from the Chief of Police	3
Strategic Planning Process	4
Community Input	5-6
Community Calls for Service	7
Mission, Visions and Values	8
Strategic Objectives, Action Plans and Performance Indicators	9-13



# Letter from the Commission Chair



On behalf of the UCCM Anishnaabe Police Service Commission, we are pleased to present the UCCM Police Services 2025 – 2028 Strategic Plan. Our 2025 -2028 Strategic Plan is inspired by the community and partner agencies of the six First Nation communities in the Manitoulin district that UCCM APS strives to provide superior policing services for. Our Strategic Plan is also reflective of the dedication and collaboration between our Commission, our service and our communities.

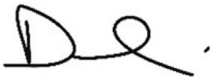
Our 2025 – 2028 Strategic Plan features results-based strategic objectives for the first time. This Strategic Plan will allow us to continue to progress as we achieve the action plans of our six foundational strategic objectives:

**Commission Chair,  
Derek Assiniwe**

1. The level of violent crime in our community is reduced.
2. The flow of illegal weapons into our community is reduced.
3. Reports of suspicious people are routinely resolved.
4. The number of drug and alcohol related offences is reduced.
5. The number of ATV accidents is reduced.
6. UCCM Police is transformed into a fully culturally competent service providing trauma-informed policing throughout our communities.

The Commission has the highest confidence in the leadership of our Chief of Police, senior management and all staff of the UCCM Police Service who will continue to work together efficiently and diligently to carry out and successfully achieve the desired results for the safety and security of our communities. The Commission would like to thank the communities, Chief of Police, senior management, and staff, as well as consultants, for help creating this first-ever community-inspired, community-facing results-based Strategic Plan.

**Derek Assiniwe**



Commission Chair

UCCM Anishnaabe Police Service



# Letter from the Chief of Police



Dear Community Members,

I am proud to present the UCCM Anishnaabe Police Service Strategic Plan, which will serve as our compass and road map for the next four years. This plan reflects our shared priorities, challenges, and aspirations—and it charts a clear path forward for our service as we continue to grow in both capacity and commitment.

Every section of this plan has been shaped by meaningful engagement with the communities we serve. It is built on the voices of Elders, youth, leadership, and residents across our seven First Nations. It ensures our actions are aligned with what our communities have told us they need, value, and expect—whether it's stronger community safety, increased cultural understanding, expanded enforcement efforts, or investments in infrastructure and technology.

This Strategic Plan outlines our focus on specialized units, modern equipment, local detachment development, and culturally informed service delivery. At its core, the plan affirms our commitment to a police service that is both professional and deeply rooted in the spirit and identity of our people.

I would like to express my heartfelt thanks to all members of the UCCM Police Service—uniformed and civilian—who work each and every day to keep our communities safe. Your dedication, courage, and resilience are the foundation of our success and the strength behind every step we take forward.

As we implement this plan, we do so with transparency, accountability, and a clear purpose: to protect and serve our communities with integrity, compassion, and cultural respect.

Miigwetch for your continued support.

In strength and partnership,

James Killeen

A handwritten signature in black ink that reads "J-Killeen".

Chief of Police

UCCM Anishnaabe Police Service



# Introduction

The UCCM Anishnaabe Police Service (UCCM APS) provides policing services to six First Nation communities on Manitoulin Island and Birch Island. Every three to five years, the UCCM APS undergoes a strategic planning process that creates a plan for the next few years. The last strategic plan ended on March 31, 2023. The UCCM Police Service Commission recognized the need to create a new strategic plan that incorporated feedback from both external and internal stakeholders.

As part of the first step, Dr. Caputo's team met with members of the service and focus groups within the front-line and civilian teams followed with an onsite visit with the Commission to help to identify issues and possible solutions for the strategic plan. There were meetings with Commission members, police officers, civilian staff, community representatives including adults, elders and youth and representatives of service providers working with UCCM communities. Five themes were identified: Crime and Safety Concerns, Policing Strategies, Communication Strategies, Continuous Organizational Improvement and Capacity and Resources.

The second step in the overall process, Dr. Tullio and his team reviewed the Mental Health Review that was completed by IPCO. The analysis of the review helped to address the mental health and wellness needs of the organization that were incorporated into the Strategic Plan.

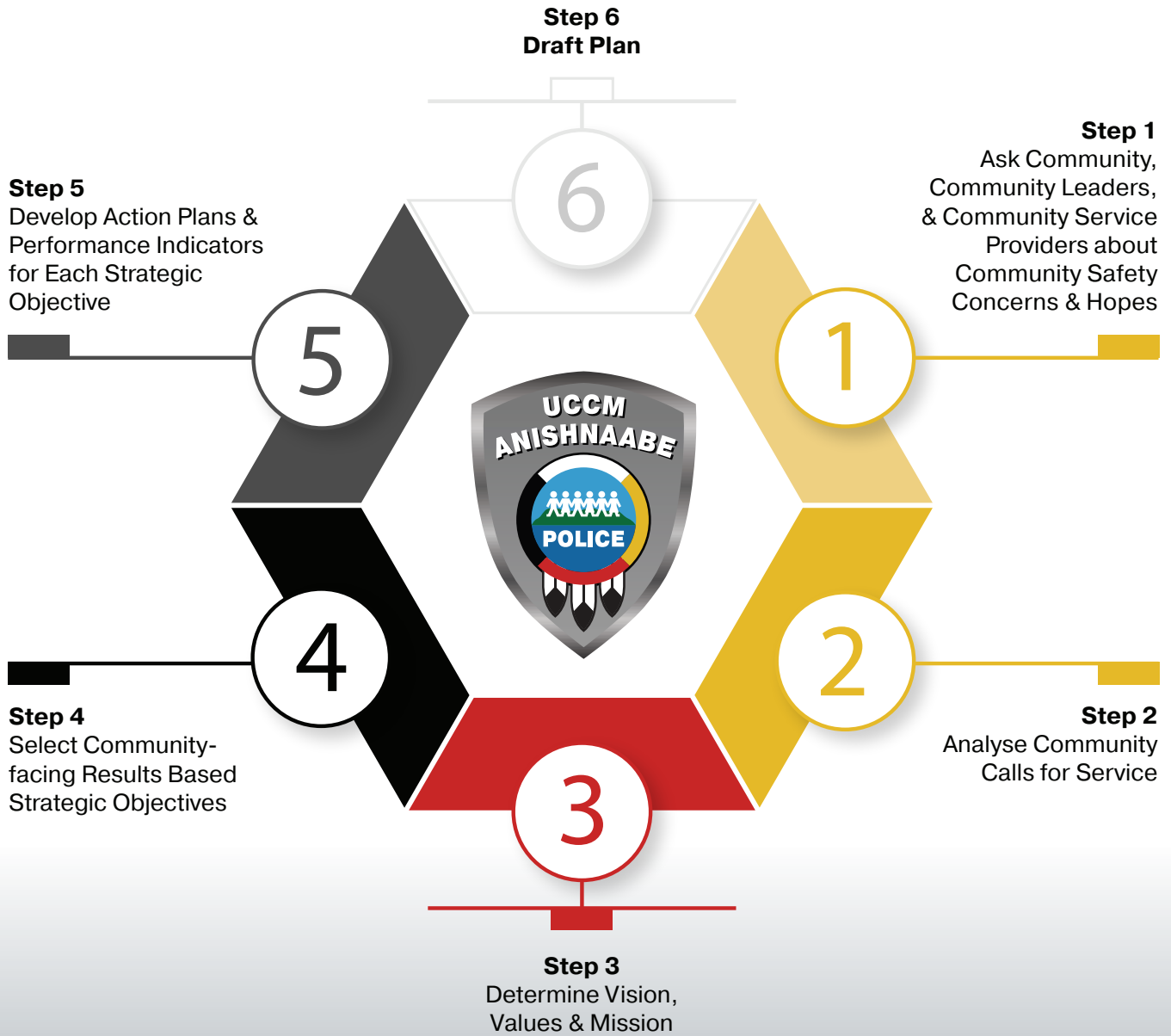
The third step Dr. Tullio and his team agreed to work with the Commission on our Strategic Plan. As part of this process, they provided the tools necessary for members of the service to take responsibility and ownership of the implementation and provided training to the Commission regarding their role as part of the Strategic Plan process.

The Strategic Plan Team worked with Dr. Caputo and Dr. Hodgkinson and their teams to guide the overall Strategic Plan process. Thank you to Dr. Tullio and Dr. Hodgkinson for working with the UCCM Police Service and providing their knowledge and expertise, we were fortunate to be able to engage their services.

The Commission then acquired the services of Fred Kaustinen of Governedge to assist with the strategic plan objectives and action plans. At a meeting in March 2025, discussions took place on how the strategic priorities could be turned into community-inspired, community-facing results-based strategic objectives. The UCCM police staff then provided crime stats. Based on the stat summaries and insights behind the stats, Chief Killeen and Mr. Kaustinen identified four key crime and safety trends under Strategic priority 1: Address existing and emerging community crime and safety concerns. Chief Killeen and Mr. Kaustinen then developed four clear and measurable community-facing results-based strategic objectives, one for each of the four key crime and safety trends (A-D) and merged the remaining Strategic priorities into one omnibus clear and measurable community-facing, results-based strategic objective (E). The remaining Strategic priorities, with the addition of language and training then became the Action Plan for final Strategic objective (E).

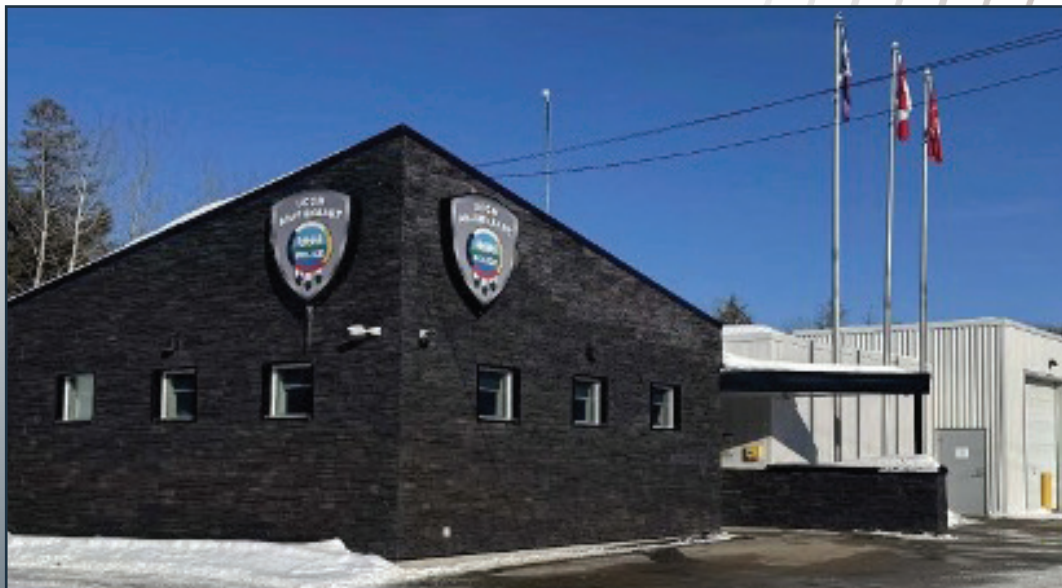
The Commission approved the five Strategic objectives in April 2025. Chief Killeen then developed Action Plans for the first four (A-D) Strategic Objectives. Mr. Kaustinen then developed key performance indicators for each of the five objectives, which will allow the Commission to measure, track and publicly report Strategic Plan progress.

# Strategic Planning Process



# Community Input (Safety Concerns & Hopes)

## Community Safety Concerns



# Community Input (Safety Concerns & Hopes)

## Community Safety Concerns

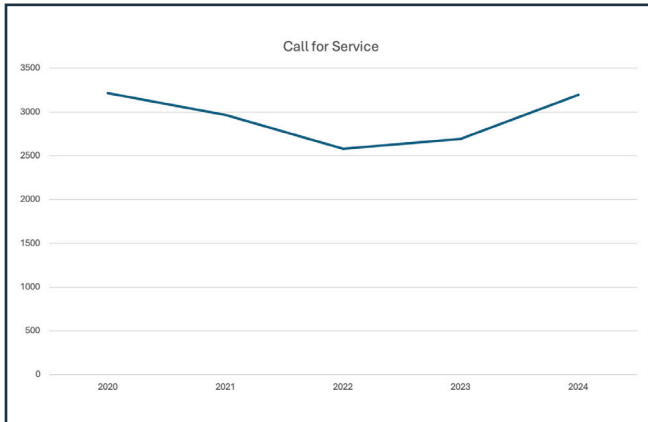


## Police week in M'Chigeeng First Nation



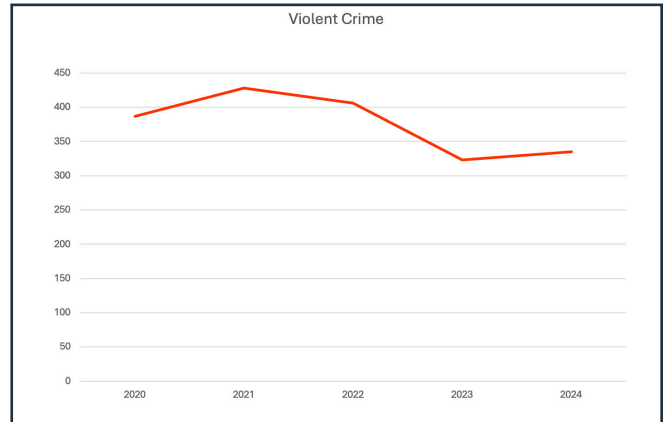
## Community Calls for Service

The total Community Calls for Service by the UCCM Police decreased through COVID and has been rebounding upward since 2022.



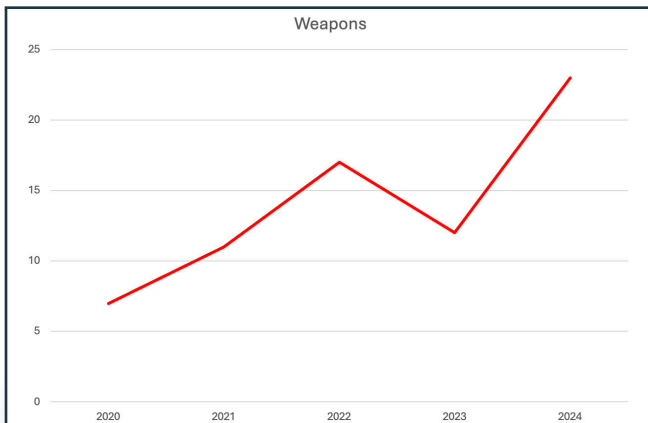
## Violent Crime

Violent Crime includes homicide, manslaughter, assault, sexual assault, intimate partner violence, crimes against children, kidnapping, human trafficking and intimidation.



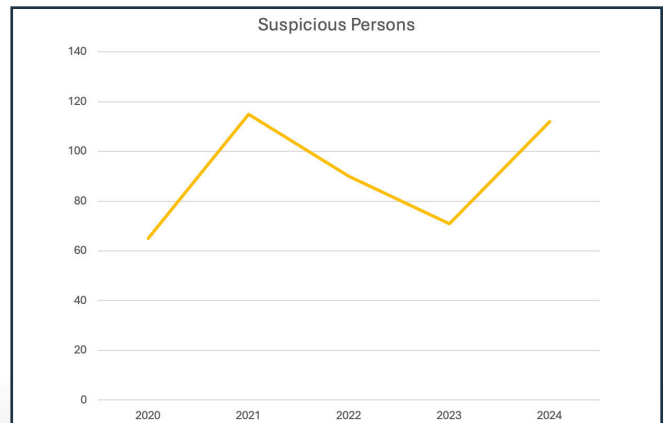
## Weapons

The number of weapons offences have increased 5-fold over the past 5 years, substantially increasing the risk to members of the Community and police officers alike.



## Suspicious Persons

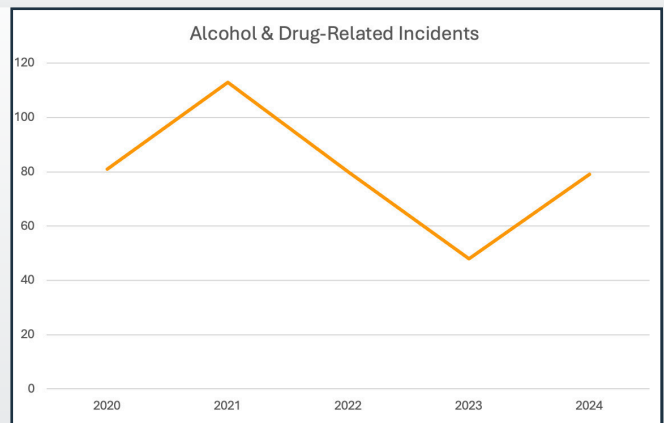
Calls for Service regarding suspicious persons has oscillated over the past 5 years, and is currently on the rise.



## Alcohol & Drug Related Incidents

Drug and alcohol-related offenses have oscillated over the past 5 years, and are currently on the rise. Though not reflected in these statistics, drug and alcohol abuse features prominently in many other offences, including violent crime, vehicle-rated incidents and trespasses.

Anecdotally there has also been a recent surge in ATV accidents.



# Mission, Vision & Values

In response to Community needs, values and expectations, the UCCM Police Mission, Vision and Values are:

## MISSION

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

## Emaa'amwaad

UCCMM Anishinaabeg Deknowewijig aasmigaabwitaagewaad shkonganing eyaajig, ndinmawaad mnozheyaawin miinwaa ndinmawaad shka'iiwinan biingadowaad naadmaagewin kina Anishinaabe zhitwaawinan miinwaa mnaadendmawaad nongo naaknigewinan etegin.

## VISION

The UCCM Anishnaabe Police is a seamlessly integrated and valued component of the UCCMM Communities and way of life.

## Enaabndamwaad

UCCMM Anishinaabeg Deknowewininwag emiikseg edigosing miinwaa epiitendaagkin ezhi-wijiiwemgag shkonganing eyaajig miinwaa nikeyaa ezhi-bmaadziwaad.

## OUR VALUES

Balance	Mno-bmaadzwin or Dbaabiishkoodeg
Compassion	Zhawenjigwein
Dedication	Mshkowendamwin
Humility	Dbaadendizwin
Integrity	Gwayakwaadiziwin
Respect	Mnaadendmowin
Teamwork	Naadmaadwin



# Strategic Objectives, Action Plans and Performance Indicators

STRATEGIC OBJECTIVE	ACTION PLANS	PERFORMANCE INDICATORS
<p><b>A.</b> The level of violent crime in our community is reduced</p>	<ul style="list-style-type: none"> <li>• Implement restorative justice programs involving Elders, victims, and offenders</li> <li>• Expand community patrols and increase officer visibility during high-risk hours</li> <li>• Partner with mental health and addiction services to intervene before crises escalate</li> <li>• Launch a community-based violence prevention task force involving youth, leaders, and service providers.</li> <li>• Track crime trends using data-driven policing tools (e.g., CRATS or GIS mapping)</li> <li>• Host community-led conflict resolution workshops grounded in Anishnaabe teachings</li> </ul>	<p>The total annual number of reported violent crime incidents</p>
<p><b>B.</b> The flow of illegal weapons into our community is reduced</p>	<ul style="list-style-type: none"> <li>• Create a specialized interdiction and intelligence unit to monitor trafficking patterns</li> <li>• Partner with Canada Border Services Agency (CBSA) and other police services to share intelligence</li> <li>• Launch an amnesty and buy-back program for unregistered firearms in collaboration with community Elders</li> <li>• Conduct targeted enforcement at known entry routes and hotspots</li> <li>• Integrate community education campaigns on gun safety and the dangers of illegal firearms</li> </ul>	<p>The total number of weapon offences, and the total number of illegal weapons seized annually</p>
<p><b>C.</b> Reports of suspicious people are routinely resolved</p>	<p>1. Develop and promote a 24/7 anonymous tip line or text reporting system</p>	<p>The total number of reports regarding suspicious persons that are resolved to the satisfaction of the reporting persons</p> <p>Performance Indicators</p> <p>1. Develop and promote a 24/7 anonymous tip line or text reporting system</p> <p>Number of anonymous tips received per month</p> <ul style="list-style-type: none"> <li>• Percentage of tips assessed and actioned within 24 hours</li> <li>• Public awareness level (measured by community surveys or online engagement)</li> <li>• Reduction in delays between report and officer response</li> <li>• Increase in actionable intelligence generated from anonymous tips</li> </ul>

STRATEGIC OBJECTIVE	ACTION PLANS	PERFORMANCE INDICATORS
<p>continued...  <b>C.</b>  <b>Reports of suspicious people are routinely resolved</b></p>	<p>2. Train officers in de-escalation and culturally informed questioning techniques</p> <p>3. Build a rapid community alert system (mobile, radio, and social media) for real-time updates</p> <p>4. Partner with community watch groups and train local volunteers</p>	<p><i>Continued...</i></p> <p>2. Train officers in de-escalation and culturally informed questioning techniques</p> <ul style="list-style-type: none"> <li>• Percentage of frontline and patrol officers trained (target: 100% within 6 months)</li> <li>• Number of incidents involving suspicious persons resolved without use of force</li> <li>• Community satisfaction survey results on fairness and respect during police encounters</li> <li>• Number of complaints related to officer conduct in suspicious person calls (year-over-year comparison)</li> <li>• Post-training assessments showing increased officer confidence in de-escalation techniques</li> </ul> <p>3. Build a rapid community alert system (mobile, radio, and social media) for real-time updates</p> <ul style="list-style-type: none"> <li>• Time taken from report to first alert issued (goal: within 15–30 minutes for urgent events)</li> <li>• Number of alerts sent per quarter</li> <li>• Engagement rate on alert posts (clicks, shares, responses on social platforms)</li> <li>• Number of successful outcomes linked to alert system (e.g., suspect ID, witness location)</li> <li>• Community feedback indicating they feel better informed about local safety issues</li> </ul> <p>4. Partner with community watch groups and train local volunteers</p> <ul style="list-style-type: none"> <li>• Number of community watch groups formed or supported</li> <li>• Number of volunteers trained in observation, reporting, and safety protocols</li> <li>• Number of community-led reports or interventions resulting in police follow-up</li> <li>• Frequency of joint patrols or community-police watch initiatives</li> <li>• Volunteer retention rate over 12 months</li> </ul>

STRATEGIC OBJECTIVE	ACTION PLANS	PERFORMANCE INDICATORS
<p><b>C.</b>  <b>Reports of suspicious people are routinely resolved</b></p>	<p>5. Maintain transparent communication with the public on follow-up outcomes of such reports</p>	<p><i>Continued...</i></p> <p>5. Maintain transparent communication with the public on follow-up outcomes of such reports</p> <ul style="list-style-type: none"> <li>• Percentage of suspicious person calls that receive a public or community-specific update</li> <li>• Monthly or quarterly public summaries posted (via newsletter, website, or social media)</li> <li>• Community trust score (measured via annual perception surveys)</li> <li>• Number of media briefings or public forums held discussing local crime resolution</li> <li>• Reduction in repeat calls related to unresolved suspicious activity in same areas</li> </ul>
<p><b>D.</b>  <b>The number of drug and alcohol related offences is reduced</b></p>	<p>1. Drug Enforcement Unit (DEU)</p> <ul style="list-style-type: none"> <li>• Hire a full-time Detective Sergeant and Detective Constables</li> <li>• Launch a specialized team to lead all drug investigations</li> <li>• Target Date: Fully operational by Q4 2025</li> </ul> <p>2. Training &amp; Capacity Building</p> <ul style="list-style-type: none"> <li>• Advanced training in surveillance, undercover operations, and digital forensics</li> <li>• Emphasis on trauma-informed, culturally appropriate policing</li> <li>• Continuous development of officers using emerging investigative tools</li> </ul> <p>3. Surveillance Technology</p> <ul style="list-style-type: none"> <li>• Install high-definition security cameras in key areas</li> <li>• Integrate with ALPR and monitoring systems for real-time response</li> <li>• Rollout: Q4 2025 – Q2 2026</li> </ul>	<p>DEU Performance Indicators (Summary)</p> <p>Staffing Completed: DEU fully staffed and operational by Q4 2025</p> <p>Investigative Activity: Number of drug-related investigations, arrests, and search warrants</p> <p>Drug Seizures: Volume and value of illegal substances and assets seized</p> <p>Training Completion: Percentage of DEU officers trained in advanced investigative techniques</p> <p>Technology Use: Number of cases supported by surveillance footage or ALPR data</p> <p>Joint Operations: Number of joint investigations with OPP, APS, WTPS, and GTA services</p> <p>Community Engagement: Number of public education sessions and tips received</p> <p>Offence Reduction: Year-over-year decrease in drug and alcohol-related incidents</p>

STRATEGIC OBJECTIVE	ACTION PLANS	PERFORMANCE INDICATORS
<p>continued...</p> <p><b>D.</b> The number of drug and alcohol related offences is reduced</p>	<p>4. Police Partnerships</p> <ul style="list-style-type: none"> <li>• Collaborate with OPP, WTPS, APS, and GTA-area police services</li> <li>• Lead and support Joint Force Operations targeting regional drug networks</li> <li>• Goal: Disrupt mid- and high-level traffickers through shared intelligence</li> </ul> <p>5. Community Education &amp; Engagement</p> <ul style="list-style-type: none"> <li>• Host education sessions on drug awareness and public reporting</li> <li>• Promote when and how to report suspicious activity</li> <li>• Install billboards and distribute materials with anti-drug messaging and tip lines</li> <li>• Launch: Q4 2025</li> <li>• Measuring Our Impact</li> <li>• Decrease in drug and alcohol-related crime</li> <li>• Number of drug investigations, arrests, and seizures</li> <li>• Public use of anonymous tip systems</li> <li>• Community education session participation</li> <li>• Number of multi-agency operations completed</li> </ul>	
<p><b>E.</b> The number of ATV accidents is reduced</p>	<ul style="list-style-type: none"> <li>• Deliver seasonal ATV safety workshops in schools and community centres</li> <li>• Collaborate with youth and Elders to develop culturally relevant safety messages (videos, posters)</li> <li>• Strengthen enforcement of ATV laws, including helmet use, age restrictions, and intoxication</li> <li>• Work with local leadership to improve and maintain safe ATV routes and signage</li> <li>• Host an annual “ATV Safety Awareness Day” with police, families, and local vendors</li> </ul>	<p>The annual number of ATV accidents and associated injuries.</p>

STRATEGIC OBJECTIVE	ACTION PLANS	PERFORMANCE INDICATORS
<p><b>F.</b>  <b>UCCM Police is transformed into a fully culturally-competent service providing trauma-informed policing throughout our Community</b></p>	<ul style="list-style-type: none"> <li>• Establish Foundational Cultural &amp; Trauma-Informed Training featuring a tiered learning pathway delivered with the assistance of local Elders, Knowledge Keepers, and Indigenous trauma experts</li> <li>• Implement Trauma-Informed Organizational Policies</li> <li>• Embed Culture and Wellness into Daily Operations</li> <li>• Support Continuous Learning, tracking individual progress through personal learning plans and organizational cultural competence evaluations</li> <li>• Develop performance measures to assess cultural competence and trauma-informed practice in annual reviews.</li> <li>• Develop and implement a robust recruitment strategy including onboarding that is reflective of the communities of Mnídoo Mnising and the culture.</li> <li>• Building relationships through greater communication with our communities, modeling Anishnaabe values and culture for others in the Mnídoo Mnising area.</li> <li>• Institute Ojibwa language training for all members</li> <li>• Grow and nurture the relationships with each of the UCCMM communities to support the well-being of Mnídoo Mnising Anishnaabe community members.</li> </ul>	<p>Establishment of training program(s) and their learner throughput</p> <p>Establishment of trauma-informed policies and procedures</p> <p>Establishment of cultural competency performance evaluations, including Ojibwa language abilities</p> <p>The number of substantiated public complaints featuring cultural insensitivity</p>



*Chief Killeen with Constable Beaudry and Police Service Dog Ben*



# UCCM ANISHNAABE POLICE

5926 HWY 540, P.O. Box 332  
M'Chigeeng, Ontario P0P 1G0

**(705) 377-7135**

*Fax: (705) 377-5583*

*www.uccmpolice.com*



## **Chi Miigwetch to the following Funders**

*Without their assistance the UCCM Anishnaabe Police Service  
would not be possible.*



Public Safety  
Canada

Sécurité publique  
Canada

Ontario



Ministry of the  
Solicitor General