



2012-2014 Strategic Plan

RAMA POLICE SERVICE



Our Vision

A safe community protected and policed with honour and respect.

Our Mission

**Protecting our community with pride and professionalism;
honouring shared values and traditions; ensuring safety and security for all.**

Our Guiding Principles

In the spirit of partnership and inclusive relationships, these principles guide us in honouring each one's uniqueness and the Creator's gifts with dignity and respect. As members of Rama Police Service, we will:

- **Act with humility by recognizing that we do not hold all the answers and we can learn something new from others.**
- **Treat all with dignity, respect and compassion.**
- **Promote and exercise fair, courteous and impartial judgement.**
- **Evolve through continuous learning, self-awareness and improvement.**
- **Create and maintain strong community partnerships through outreach and education.**
- **Demonstrate courage in the face of danger and uphold the law with integrity.**
- **Operate with accountability and transparency.**
- **Speak the truth, never compromising values or standards.**

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Message from the Chief of Police



In 2011, we initiated a comprehensive process of consultation and analysis toward the development of a 2012–2014 Strategic Plan for the Rama Police Service. This plan is inclusive of the valuable perspectives of our members, community, partners and stakeholders. By planning for the future we will keep Rama Police Service focussed along a path of self-determination.

This plan reinforces our commitment to our vision of... ***A safe community protected and policed with honour and respect.*** The priorities that emerged provide a proactive and holistic approach to community safety. Rama Police Service recognizes that the responsibility for safety, security and reduced victimization within our community is

a shared one. Fundamental to this concept is our continued efforts to maintain and establish respectful relationships.

As a strong sustainable First Nation Police Service we will continue to uphold the laws of our land according to our guiding principles.

John C. Domm, B.A.A., M.A., CMMIII
Chief of Police
Rama Police Service



About the Rama Police Service



Our Mandate

Our responsibility is to enforce the laws within our community including federal, provincial law and Band by-laws. Policing services are provided to our community 24 hours a day, seven days a week. Our sworn officers are authorized to provide the same legislated level of policing services as delivered across Ontario under the Police Services Act. We are a stand-alone First Nation Police Service as outlined in the Federal First Nations Policing Program (FNPP) and operate under the terms of a Federal, Provincial and Chippewas of Rama First Nation tripartite agreement.

One of the evolving complexities of policing in First Nation communities is the seamless delivery of core police services integrated with restorative justice practices. This will remain a priority for Rama Police Service as we further entrench our unique identity as a First Nation Police Service.

Accountability

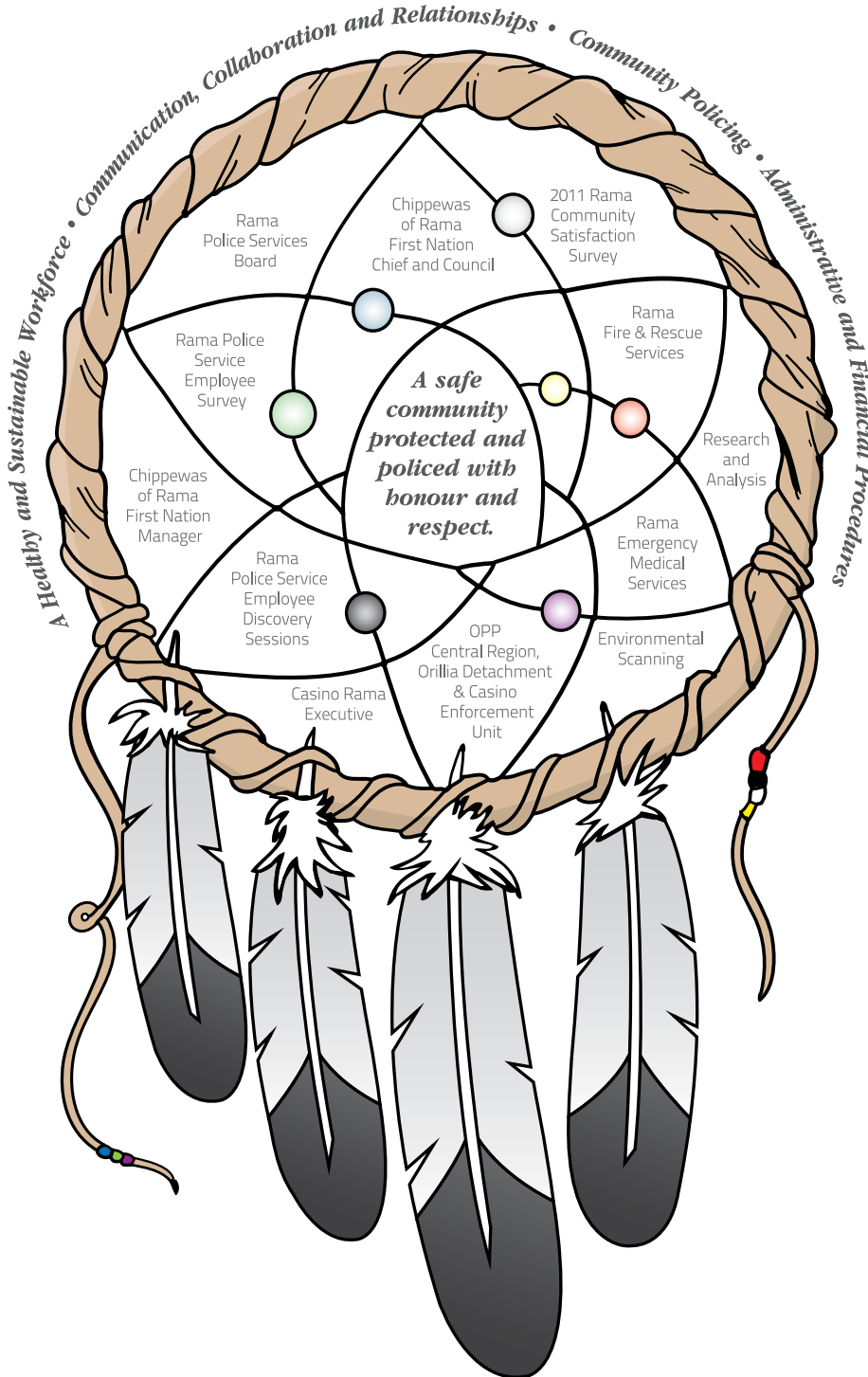
Our community governance structure promotes transparency and accountability. The Rama Police Services Board provides this governance as trustees of the public interest along with their fiduciary duty to ensure effective and fiscal management. The Chief of Police and Police Services Board work together to ensure that our policing services are responsive to community's needs.

Relationships

Mutual respect, cooperation, support and communication are pivotal in a collective approach to safer communities. Rama Police acknowledges that both its community and its partners are essential to the ongoing delivery of policing excellence. Successful safety and crime reduction efforts are not only built on the strengths of our relationships with our community but also with those of our various partners in the justice sector, health, social, education and emergency services.



Our Process



As a first step in establishing a framework for our 2012-2014 Strategic Plan we undertook a journey to redefine the Vision and Mission Statements for Rama Police Service. During this time we formalized eight principles aligned with the grandfather teachings to guide us in all that we do.

Input for the Rama Police Service Strategic Plan was gathered through discovery sessions held with our uniform and civilian employees; analysis of the 2011 Rama Community Satisfaction Survey; and extensive consultation with our community partners.

Employing a process that was consultative in design enabled us to maximize the knowledge and experience of both our people and our community.

Through the synthesis of input gathered and a comprehensive review of our policing and community environment, priorities to deliver on our Mission were identified.

Our strategic plan is built on the confidence that, together, we can achieve our Vision.



Our Community Environment

Background

In this ever-changing and complex policing environment Rama Police Service, through its strategic plan, has ensured its priorities and activities are aligned for the effective delivery of policing services. By collecting and analyzing information that describes our current situation, we identify issues and trends and anticipate change. In response, we position ourselves to proactively leverage or mitigate these issues and trends that may undermine the safety and security of our community.

Overview

Our dedicated members have responded to increased calls for service for the third consecutive year. Rama Police continues to deliver community policing in a respectful manner that is reflective of the unique culture and traditions of the Rama First Nation.

RAMA POLICE SERVICE PERSONNEL

<i>Sworn Positions</i>	<i>Classification</i>
Chief of Police	Chief of Police
Operations Manager	Staff Sergeant
Platoon Supervisor	Sergeant
Law Enforcement Officer	Constable

CIVILIAN POSITIONS

- Policing Assistant
- Administrative Assistant
- Police Services Board Coordinator/Reception



Community Safety

Identifying and addressing issues that adversely affect community safety and increase the vulnerability of members of society are key elements in our ongoing commitment to security for all.

Members of the community continue to be engaged through Biidaaban, an alternative justice healing process.

Calls for service to Rama Police remain relatively constant and demand considerable investigative resources in response to crimes including fraud, theft, break and enter and assault.

We continue to see positive results through:

- Proactive and increased enforcement efforts targeting those persons committing offences related to/involving drugs and alcohol.
- A structured approach to traffic safety including Reduce Impaired Driving Everywhere (RIDE), seatbelt and speeding/aggressive/distracted driving campaigns along with child car seat and bicycle safety clinics.

It should be recognized that policing services in Rama must continue to evolve in order to sustain the impacts of future proposed growth and development.

- Population increases may mean increased calls for service and community policing demands.
- The volume of traffic may continue to increase on our roadways.
 - o Currently, the majority of traffic in our community is not local but comprised of persons from larger urban centres visiting or travelling through our community.



The 2011 Rama Police Service Community Satisfaction Survey indicates:

- The most important function for the Rama Police Service was identified as community safety and protection at 58%, traffic safety fell well below at 5%.
- Drugs (58%), Alcohol (35%) and Speeding (29%) were perceived as the top three problems in the community with youth and youth-related drinking/drug issues following at just below 19% as perceived problems.

Management, planning and response to major events/incidents, emergencies and natural disasters continue to be a priority for all police services.

- For example, the climate and environmental infrastructure in northern Ontario continues to be impacted. Preparation and planning for other First Nation communities in Ontario to support resulting evacuations and/or relocations is becoming more frequent.

Community Profile

The community of Rama First Nation is located north of Toronto in the Province of Ontario. Rama lies on the eastern shore of Lake Couchiching on nearly 2,800 acres of interspersed land bordering the City of Orillia and the Townships of Ramara and Severn.

Rama is a proud, healthy and fast-growing First Nation community with approximately 1,500 members. According to 2006 Statistics Canada data:*

- Over 840 of these members live within the community, an increase of 41.7% over available 2001 Statistics Canada data
- The gender ratio of male to female is almost equal
- Over 37% of these are between the ages of 0 – 18 years

* At the time of publication 2010 Statistics Canada Census Data was not available.

While Rama is a progressive First Nation that encourages growth and development, it remains respectful of and embraces its history and culture. While important to sustaining a thriving and healthy community, it must be recognized that along with prosperity, growth and development demands on the Rama Police Service may increase.





Our Community Environment

Government

Local government in our First Nation community is comprised of one Chief and six Councillors elected to represent the Chippewas of Rama First Nation. These officials hold a two-year term; the last election was held in August 2010.

Proposed and new legislative and regulatory changes will have a broad impact on both First Nation communities. These changes may further result in increased demands on policing. Justice sector-related changes can create significant complexities and an increased administrative burden on police.

The Federal Government is currently conducting a comprehensive review of the First Nations Policing Program (FNPP). The purposes of the review are:

- To examine key elements of the FNPP, including service delivery models, funding mechanisms, and potential revisions to the policy framework.
- To develop recommendations pertaining to the sustainability, relevance, and effectiveness of the FNPP.

It is expected that this evaluation will be completed in April 2012; results may impact the delivery of policing services in Rama.

Economy

There are a number of businesses owned by Chippewas of Rama First Nation. They also provide numerous programs, services and facilities within the community. A number of local retail and service enterprises are owned and operated by members of the community. Local businesses continue to adapt to the downturn in the economy.

Rama First Nation recently established an outdoor Powwow and Ceremonial Grounds at Black River Wilderness Park. These grounds along with

other local venues will be the sites for various future community events such as Powwow celebrations which have attracted record numbers of participants and visitors in the past.

The Chippewa TriCouncil, consisting of Chippewas of Rama First Nation, the Chippewas of Georgina Island and Beausoleil First Nation and the Chippewas of Nawash, are processing a \$307-million agreement related to the Coldwater-Narrows landclaim in 2010. First Nation members will vote, in 2012, on whether to accept or reject the proposed settlement. It is anticipated that the outcome of the settlement will affect our community.

First Nations gaming provides revenue and employment opportunities to communities across Canada. Casino Rama, located within our community is one of the largest employers in Simcoe County. The Casino creates economic stimulus with the necessity for supporting infrastructure and services such as water treatment, fire, police and emergency medical services. Long-term plans for growth and expansion may further enhance and expand partnership development and opportunities for the local construction industry. Proposed and future legislative and regulatory changes to gaming may impact current Casino Rama facilities and operations.

The current global economy remains uncertain. The impacts are far-reaching and can create significant stress throughout a community. Various studies over time have noted variable changes in crime trends during harsh economic times. Certain types of crime increase while others surprisingly decrease. Overall the resulting impact on police is high as calls for service as well as funding and resources are affected.

It will be necessary to identify a community-based approach to policing in Rama that is intelligence-led to inform decision-making and ensure police resources are maximized.



Strategic Priority: *Community Policing*

Goal

Safety and security through community policing.

Rationale

Community policing encompasses both reactive and proactive policing services tailored to the realities of the community. An in-depth knowledge and understanding of the community's crime and social development issues, along with its geography, resources and stakeholders facilitates this customized approach.

Enforcing the laws of the land is the primary function of any police service. Enforcement is inherent to community safety and is the reactive component of policing. This is conducted independent of the greater community.

In contrast, proactive policing addresses the public expectation that police also prevent crime before it occurs. Preventative policing includes heightened visibility, public education and collaborative

relationships. By engaging community partners, groups or agencies, the police empower the community to assist in identifying and developing community safety solutions.

Community policing is greatly enhanced by maximizing information found both within our community and in our police data. This constitutes intelligence-led community policing. By identifying the information, resources and expertise of the broader community, Rama Police Service can complement its policing capacity with cooperative and combined efforts.

Supporting Activities

- Identify and implement community-based safety and education programs.
- Implement/enable local solutions to local problems.
- Enhance intelligence and statistical review and analysis.





Goal

Leverage opportunities to enhance communication and develop partnerships.

Rationale

Effective communication through open, honest dialogue is the foundation upon which harmonious and trusting relationships are built and maintained. This applies to relationships both within the Rama Police Service and those we share with the greater community, our partners and stakeholders. In turn, we all remain aware of and linked to the safety and social development of our First Nation community.

Rama Police Service recognizes that engaging with our community can provide local innovation to create positive change. Through collaboration, we can promote the sustainability of First Nation policing in Ontario.

Supporting Activities

- Facilitate regular ongoing liaison and partnerships, including Rama Fire and Paramedic Services, Rama First Nation Recreation Department, Mnjikaning Kendaaswin Elementary School, Orillia OPP Detachment and Casino Rama representatives to further develop an enhanced reciprocal understanding of issues.
- Maintain existing partnerships and participation relevant to emergency management and planning.
- Identify and implement a process to conduct structured shift briefings and promote internal communication.
- Examine and identify opportunities to partner with community agencies.
- Chief of Police and/or designate(s) to seek and maintain participation, memberships and partnerships within the broader justice sector.
- Explore development of a “Rama Police Service Newsletter” suitable for internal and external audiences.
- Enhance engagement and awareness of Rama Police Services Board and Rama First Nation Chief and Council through periodic information sessions.
- Create a community accessible Rama Police Service online information site.





A Healthy and Sustainable Workforce

Goal

Ensure all employees are engaged, accountable and recognized through effective and meaningful human resource practices.

Rationale

Rama Police Service recognizes that in order to maximize our human resource capacity, we must ensure our members have the necessary competencies and are supported in attaining their learning and development goals. Meaningful performance and succession management are key components in employee engagement. Performance management includes both recognition as well as identifying individual employee areas of focus for continuous learning and development.

This individual commitment to continuous improvement creates a collective commitment which sustains a healthy workforce. In turn, members remain motivated and continue to meet our community safety needs.

Supporting Activities

- Identify a succession management framework comprehensive of recruitment, training and performance management strategies.
- Develop a standardized New Employee Orientation Package inclusive of community awareness/sensitivity information, policies and procedures.
- Develop and implement a monthly employee statistical performance summary based on occurrence and activity reporting system data.
- Formalize the Rama Police Service awards and recognition policy.
- Embrace employee-driven social initiatives.



Administrative and Financial Procedures



Goal

Ensure appropriate resource levels and responsive policies and procedures exist to demonstrate accountability, meet current contractual obligations and sustain long-term community growth/development.

Rationale

A fundamental element of any modern and transparent police service is accountability. This applies not only in the delivery of policing services but for all administrative, financial and human resource practices. Formalized procedures and policies must be in place to respond and manage the complexities and requirements of First Nation Policing Programs (FNPP) delivered under tripartite agreements. It is the consistent application of formalized processes that demonstrates accountability, financial stewardship and efficiency.

Rama Police Service recognizes it is essential that accountability be demonstrated at an individual level also. A customized code of conduct and standard operating procedures will further enhance the well-earned trust of our community, partners and stakeholders.

The redesign of processes may be required. However, the results will further position us to meet current legislative requirements and contractual obligations for the provision of effective policing services on a 24 hours a day, seven days a week basis.

Supporting Activities

- Ensure appropriate resources exist for Rama Police Service to meet ongoing service delivery demands and requirements.
- Implement a formalized human resource employee management system.
- Formalize administrative, financial and operational policies and procedures.
- Customize a Rama Police Service Code of Conduct and disciplinary process.
- Establish a quarterly reporting process with Rama Police Services Board and Chief and Council.
- Create a Rama Police Services Handbook outlining human resource practices and conditions of employment.





Rama Police Service will further enhance its annual reporting process to focus on progress and achievements linked to its strategic plan. Our annual report is the primary mechanism by which we meet our financial and accountability obligations to both our community and our stakeholders.

