



3.1.1	Internet Tools - email, new hires, births, etc.	Email announcements; frequent	Detachment Commanders
3.1.2	Pamphlets	Articles by various levels, including PGA	Chief's EA coordinate
3.1.3	Newsletters		
3.1.4	Vehicles for ongoing internal communications	Internal email, intranet, personal visits	Chief
3.1.5	Promotional Items	Create inventory; suitable storage (security)	HQ - Finance
3.1.6	External communications	Visits, invitations to functions, speaking engagements, etc.	HQ, Chief of Police
3.1.7	Promote use of Sergeant Hawke (for example)	Utilize Hawkeye more; create 'new' mascot - contest; track usage	CSO
3.1.8	Culturally significant entity within service	Make available for Pow Wows, cultural events	CSO
3.1.9	Increase communications with Elders	Invite Elders to participate in appropriate activities	Detachment Commanders
3.1.10	Ride-along opportunities	Encourage participation -	Front Line, D.C.'s
3.2	Create vehicle(s) to improve morale	Lead by example; encourage training; incentives, rewards	Chief of Police; PGA
3.2.1	Employee activities outside workplace	Job should not be the only focus; monthly activity	DC EA
3.2.2	Capital expenditures with staff involvement (uniforms, equipment, etc.)	In compliance with business plan; committee	Chief
3.2.3	Employee recognition - web page or newsletter	Use of web page, newsletter; employee of month;	HQ Committee
3.2.4	Training/Development for employees	Based on detachment/regional needs; training plan	DC
3.3	Anticipate/plan for challenges to A.P.S. credibility	Use of Web Page, Newsletter; feedback on Web Site same	Chief of Police; PGA
3.3.1	Publicize Successes		Front Line Officers
3.3.2	Create strategy to deal with investigative fallout	Staff debriefings before / after releases	Chief, Regional Command
3.3.3	Train Public Relations/Media Officer	For each Region/Detachment; also SMT member; post	Chief
3.3.4	Personalize A.P.S. employees (profiles, hockey cards, etc.)	Use of Web Page, Newsletter; posters	Senior Management
3.4	Create a forum for discussions involving Chief of Police, Detachment Commanders, P.G.A., Chiefs and Councils, etc.	Poster for communities	Senior Management

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**Goal**

4. Create a Comprehensive Substance Abuse Strategy

**Objectives**

- 4.1 Create enforcement committees
  - 4.1.1 Include diverse membership (police, community, service providers, other agencies, etc.)
  - 4.1.2 Improve level of understanding of legal issues (search, seizure,

**Activities**

- Seek community input; information meetings; education, etc. Youth, Elders, police, social agencies, health, education, etc.
- Liaison with Chief & Council on emerging issues
- Creation of suitable booklet

**Accountability**

- Regions (coordinated by Chief of Police & PGA)
- Regions
- CSO

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		investigations, etc.)		
	4.1.3	Encourage communities' involvement (intelligence, etc.)	Web Page, etc., to encourage; Crime Stoppers;	HQ
	4.1.4	Obtain buy-in to zero tolerance programs trafficking prescription drugs, illicit drugs, etc.	As determined by community input; part of community committees;	Detachment Commanders
	4.1.5	Create partnerships within communities to assist with treatment programs (including probation & parole)	Open Door Policy for other agencies; formal / informal meetings with other band program management	Chief of Police
	4.1.6	Partner with other agencies (R.C.M.P., O.P.P., municipal/regional services, treatment centres, etc.)	Open Door Policy for other agencies; research likely partnerships;	Chief of Police
	4.1.7	Enhance drug interdiction training (all officers)	JFO participation, agency exchanges	Operations Director
	4.1.8	Support/encourage Restorative Justice initiatives	Maintain ongoing communications/dialogue	CSO, HQ
5.	5.1	Create Ongoing Process for Employee Development Employee Development Group to identify:	Annual evaluation In compliance with Business Plan	Training Officer; Chief of Police
	5.1.1	Educational Opportunities	Annual evaluation	Training Officer
	5.1.2	Career Development opportunities	Design program to suit needs, abilities	Senior Management
	5.1.3	Mentorships opportunities		
	5.2	Partner with other agencies with a view to:		
	5.2.1	Identify secondment opportunities		HQ; Chief of Police
	5.2.2	Identify potential employee exchange opportunities	Seek out opportunities with other agencies	HQ; Chief of Police
	5.3	Actively participate in J.F.O.'s when possible	Ask to be invited - be prepared to contribute	Operations Director
5	<b>Goal</b>	<b>Objectives</b>	<b>Activities</b>	<b>Accountability</b>
	6.1	Develop employees' understanding of sociological implications of poverty, unemployment, over-crowding, etc. to expand understanding on ongoing social issues	Liaise within communities - see what is available to assist Seek out experts in the various fields	Detachment Commanders Training Officer
6.	6.1	Enhance Overall Enforcement Raise priority of drug investigations	Cultivate informants, encourage intelligence gathering	Detachments, Front Lines
	6.2	Partner with other service providers and agencies to create proactive and reactive	Seek partnerships Ask to be included	HQ; Regions; Det. Comm.

enforcmeent strategies

- 6.3 Create a vehicle for identification of emerging community and global issues through effective police committees and community relations  
Involvement in other agencies' committees; involvement with First Nations on National level  
HQ; Regions; Det. Comm.
- 6.4 Maintain consistent enforcement and enhance specific target areas based on community concerns  
Justifiable targetted enforcement; community feedback  
Communicate with Chiefs and Councils  
Detachment Commanders  
HQ; Regions; Det. Comm.
- 6.5 Endeavour to create ongoing operational protocols and partnerships with other policing agencies  
Liaison, team work, identified community concerns; ongoing communications with other agencies, other police services  
Regions; Ops. Mgr.
- 6.6 Become more actively involved in intelligence efforts and information sharing with enforcement partners  
Information sharing - front line; open lines of communication with other agencies; show willingness to participate  
Operations Director
- 6.7 Obtain and utilize all available tools to enhance enforcement capabilities  
Acquire appropriate equipment for the job (radar, etc.)  
Senior Management (with input from Front Lines)
- 6.8 Develop an A.P.S. Auxiliary Unit  
Develop Job Descriptions, Work Plan and Financial Plan  
Senior Management

- 7. Improve Financial Management and Planning Processes
  - 7.1 Base significant financial decisions on sound business cases
    - 7.1.1 Training for middle & upper management  
Module development for training purposes  
Finance
    - 7.1.2 Create annual detachment strategic plan to assist in financial planning  
Modify as needed  
Detachment Commanders  
HQ

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Goal	Objectives	Activities	Accountability
7. Improve Financial Management and Planning Processes (cont'd)	7.2 Identify cost-saving measures throughout organization <ul style="list-style-type: none"> <li>7.2.1 Operational evaluation completed June 30 and December 31 each year</li> <li>7.2.2 Quarterly financial statements to detachments</li> <li>7.2.3 Encourage cost-saving suggestions from staff</li> </ul> 7.3 Maximize organizational transparency <ul style="list-style-type: none"> <li>7.3.1 Share quarterly financial statements with funders</li> <li>7.3.2 Incorporate recommendations of external audit of August 2005</li> <li>7.3.3 Develop electronic annual report</li> </ul>	Emails, sharing ideas, etc. Outsource operational review Print and distribute statements As per business plan; suggestions boxes in detachments Management Workshop - brainstorm ideas Prepare workplan, identify priorities, make presentations to Senior Management Contract out	HQ; Finance Finance Finance Detachment Commanders Chief of Police Finance - Chief of Police Chief of Police; Finance Finance

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	identifying large expenditures		
7.4	Based on sound operational plans	Monitored by Operations Director; training required	Operations Director Finance
7.4.1	Commission outside independent audit every 2 yrs.(coincide with funding agreement)	RFP six-months prior to end of cycle	Finance
7.4.2	Define due diligence prior to accepting additional client communities	Assisted by O.P.P. (based on Contract Policing Model)	Finance, HQ
7.4.3	Ongoing review of strategic plan by operational directors	Review quarterly - coincide with staff meetings	Finance; Chief of Police
7.5	Increase efforts to identify alternative solutions to facilities issues		
7.5.1	Explore funding opportunities & options	Research potential funders (internet, etc.)	Finance
7.5.2	Develop comprehensive plan to partner with First Nations	Visit potential partners	PGA, Chief of Police
7.5.3	Encourage/obtain long term lease agreements with First Nations	Develop generic lease agreement	Finance; legal
7.5.4	Communicate, Educate, Market		

Goal	Objectives
7. Improve Financial Management and Planning Processes (cont'd)	7.6 Identify cost effective training and development opportunities
	7.6.1 Partner with other agencies to access training
	7.6.2 Access funds through First Nations Education and Training
	7.6.3 Utilize Train the Trainer (O.P.C. recognized)

Activities	Accountability
Research other agencies	Training
Research funding sources, parameters	Training
Identify members with aptitude, interest, reputation, etc.	Detachment Commanders Regional Commanders

