



Wikwemikong Tribal Police Service

Strategic Plan

2026-2029

Executive Summary

This Strategic Plan outlines the priorities of the Wikwemikong Tribal Police Service (WTPS) for the years 2026 to 2029. It is built to strengthen policing services, enhance community partnerships, and improve safety outcomes across the Wiikwemkoong Unceded Territory. Developed through collaboration with the Police Services Board, community partners, and frontline members, the plan reflects the values, voices, and aspirations of the people we serve. It is deeply grounded in Anishinaabe traditions and supports the Nation's pursuit of self-determination and healing.

WTPS provides policing services to a growing and vibrant First Nations community located on Manitoulin Island. Wiikwemkoong is home to over 8,000 citizens, with approximately 4,000 living on-reserve. It is a culturally rich and dynamic Territory that hosts seasonal visitors, major cultural events, and traditional land users. Our service area includes forested terrain, inland lakes, island chains, and remote trail systems, which adds unique complexity to our public safety mandate.

Community issues we face are both historic and emerging. Like many Indigenous communities, Wiikwemkoong carries the intergenerational impacts of colonization, which continue to influence health, housing, addictions, and justice outcomes.

Despite these pressures, WTPS continues to adapt with strength and purpose. This plan introduces seven strategic priorities: building internal capacity, improving early intervention through the Situation Table, strengthening offender management and bail compliance, launching the Emergency Response Officer program, improving safety through seasonal patrols, expanding youth programs, and increasing public communication. Each area is guided by a vision of culturally responsive, community-first policing rooted in accountability and service.

Together, with the guidance of Elders, the support of families, and the dedication of our officers and civilian staff, WTPS remains committed to building a police service that protects with care, leads with respect, and strengthens the Nation of Wiikwemkoong.



Message from the Chief of Police

Dear Wiikwemkoong Community,



As we begin this new strategic chapter, I want to reflect on where we've been and where we are going together. Over the past few years, our community has experienced a range of challenges – from rising crime rates and drug activity to the social and safety impacts brought on by the Robinson Huron Treaty Per Capita Distributions. These changes have increased the demand on our officers, strained our resources, and pushed us to grow faster than ever before. But through it all, we've moved forward with resilience, purpose, and unity.

WTSPS has taken significant steps to respond and adapt. We've built new partnerships, expanded our service model, and introduced major programs that focus on early intervention, offender accountability, and youth engagement. We've hired more staff, strengthened officer wellness programs, and modernized our technology and equipment. We also launched a Situation Table to bring police, social services, and health professionals together to support people before crisis strikes. These efforts are about more than policing – they're about restoring safety, dignity, and balance in Wiikwemkoong.

This 2026–2029 Strategic Plan is a general overview and guide for how we'll continue to serve

the community. It's grounded in Anishinaabe values and built on trust, transparency, and collaboration. The plan focuses on clear priorities: growing our internal capacity, preventing crime through partnerships, supporting our youth, and enhancing communication with the people we serve. Each goal is aimed at improving community safety and well-being while supporting the long-term success of our Nation.

I want to thank every officer, civilian employee, and community partner who continues to dedicate their time and heart to this important work. I also want to thank the families, Elders, and youth who trust us to serve with compassion and respect. Policing in Wiikwemkoong is not just a job – it's a responsibility rooted in culture and community. We are committed to walking this path together.

Chi Miigwech for your support, your guidance, and your partnership in making Wiikwemkoong safer and stronger for generations to come.

Sincerely,

A handwritten signature in black ink, appearing to read "R. J.", representing Chief Ron Gignac.

Chief Ron Gignac
Wikwemikong Tribal Police
Service

Message from the Police Services Board Chair

Dear Members of the Wiikwemkoong Unceded Territory,



On behalf of the Wikwemikong Police Services Board, it is my honour to introduce the 2026–2029 Strategic Plan for the Wikwemikong Tribal Police Service (WTPS). This plan represents a collective commitment – not just from our police service, but from the Board, the Band Council, our partners, and most importantly, the citizens of our Nation – to keep building a community that is safe, strong, and rooted in our values.

The years ahead will bring both opportunities and challenges. As our population grows and our territory becomes busier with seasonal visitors, economic activity, and social demands, the need for responsive and culturally grounded policing is greater than ever. WTPS has already taken bold steps to address these realities: expanding officer wellness supports, restructuring leadership, and developing specialized programs to reduce repeat crime and support youth. This plan carries that momentum forward.

We know that policing in a First Nation context is not the same as elsewhere. Our people carry the weight of intergenerational trauma, systemic barriers, and the legacies of colonial policies. That is why this plan reflects our community's voice, our culture, and our unique approach to healing and justice. It supports

a vision of safety that includes prevention, education, compassion, and respect for tradition. We must continue to invest in services that not only respond to incidents, but also strengthen relationships, reduce harm, and restore balance.

The Police Services Board remains committed to working closely with the Chief of Police, his team, and our broader community. We are proud to help oversee this plan and to ensure that its goals are achieved in an accountable, transparent, and community-driven way. We thank the citizens of Wiikwemkoong for your continued guidance, feedback, and trust.

Together, let us walk forward – in unity, in truth, and with the shared goal of keeping our Territory safe for all generations.

Chi Miigwech,

Joseph Wabegijig
Chair, Wikwemikong Police Services Board

Vision, Mission, & Values

Vision:

We envision a safe and thriving Wiikwemkoong where every person — youth, Elder, and family — feels supported, protected, and respected. Our police service will be a trusted partner in building a future rooted in our culture, grounded in justice, and driven by community well-being.

Mission:

To provide culturally responsive, community-first policing that protects life, upholds justice, and empowers the people of Wiikwemkoong. We do this by serving with compassion, embracing innovation, and working alongside our partners to support healing, safety, and accountability.

Values:

Our work is guided by the Seven Grandfather Teachings — sacred principles that shape how we serve and relate to one another:



Wisdom (*Nbwaakaawin*): We listen, learn, and make decisions with thoughtfulness and foresight.



Honesty (*Gwekwaadiziwin*): We lead with truth, transparency, and accountability in all that we do.



Love (*Zaagidwin*): We act with kindness, empathy, and care for all members of our community.



Humility (*Dbaadendiziwin*): We serve with modesty, recognizing that we are part of a larger whole.



Respect (*Mnaadendimowin*): We honour every person's dignity, identity, and role in our Nation.



Truth (*Debwewin*): We commit to integrity, openness, and carrying out our work in good faith.



Bravery (*Aakde'ewin*): We do what is right, even when it is hard, and stand up for those in need.

These teachings, along with our focus on professionalism, partnership, and community empowerment, guide every decision we make and every interaction we have.

Police Board Governance & Roles

Good governance is the backbone of a professional, trusted police service. In Wiikwemkoong, we take this responsibility seriously. Below is an outline explaining how the Wikwemikong Tribal Police Service (WTPS) is governed – and just as importantly, how it is not. These distinctions help protect police independence, ensure fairness in law enforcement, and strengthen public trust. When governance is clear, our community is safer, officers are supported, and our Nation’s values are respected.

Who Oversees the Wikwemikong Tribal Police Service?

The Wikwemikong Police Services Board is an independent civilian body made up of community members who are not part of the Band Council or elected government. The Board follows Ontario’s policing laws and continues to strengthen the WTPS governance model by aligning with the Community Safety and Policing Act (CSPA), ensuring policing is fair, responsible, and effective.

The Police Board:

- Sets big-picture goals through the Strategic Plan
- Approves the police service’s budget and major policies
- Hires and evaluates the Chief of Police
- Ensures culturally respectful police services

The Board **does not** run day-to-day police operations or direct officers on individual calls.

What Does the Chief of Police Do?

The Chief **does not** take direction from the Board on operations. That independence is protected by law and is essential.

- Assigning officers and managing incidents
- Leading investigations and operational decisions
- Ensuring officers are trained, professional, and lawful
- Managing internal staffing, safety, and support

The Chief does not take direction from Band Council, the Ogimaa (Territorial Chief), or the Board on operational matters.

Why the Separation Matters

Keeping Board and Chief roles separate protects policing from political influence and helps:

- Build public trust
- Prevent misuse of police authority
- Protect officers from unfair pressure
- Put community safety first – not politics
- Policing Laws and Community Input

Before applying new legislation, WTPS asks:

- Does this law improve community safety?
- Is it fair and culturally appropriate?
- Are officers properly trained to apply it?
- Has it been clearly explained to the public?

Education, support, and prevention come before enforcement. Strong governance and accountability ensure WTPS remains community-driven, legally sound, and guided by our Nation’s values – protecting the service, the community, and future leaders.

Strategic Priorities & Objectives

The Wikwemikong Tribal Police Service is the dedicated law enforcement body serving the Wiikwemkoong Unceded Territory. Our mandate is to provide culturally respectful, community-first policing that upholds public safety while supporting healing and well-being. We operate under the governance of the Wikwemikong Police Services Board, in collaboration with Band Council and community leadership. As a First Nations police service, our foundation rests on Indigenous values, accountability to our people, and partnerships across sectors.

01. Reduce Crime and Enhance Public Safety

WTPS is committed to building a safer Wiikwemkoong through proactive policing, targeted enforcement, and collaboration with community partners. Our objective is not only to respond to crime but to prevent it from happening in the first place.

Key Objectives:

- Increase patrol presence and visibility in high-risk areas, including during peak seasonal events and on major roadways.
- Implement data-driven approaches to identify and disrupt trends in violent and property crimes.
- Implementation of specialty detective investigator positions including internet child exploitation, drugs, elder abuse issues, domestic violence, MMIWG, human trafficking, artificial intelligence monitoring, intelligence and clandestine operations, criminal interdiction, and others.
- Strengthen investigative capacity to address complex cases such as assaults, break and enters, human exploitation, internet exploitation, rogue artificial intelligence crimes, and drug trafficking.
- Expand education and outreach on road safety, water safety, ice safety, particularly regarding impaired driving and ATV/snowmachine/marine safety.
- Enhance coordination with family services, shelters, and courts to provide timely support in cases of intimate partner and family violence.

- Strengthen collaboration with other First Nations, National, and Provincial police services to prevent gang activity and organized crime.

02. Ensure Accountability and Strengthen Public Trust

WTPS will lead with transparency and uphold the highest standards of professionalism. We believe that accountability builds confidence, and confidence builds safety.

Key Objectives:

- Expand officer training in trauma-informed response, de-escalation, and human rights.
- Develop clear performance indicators and publish annual progress updates for community review.
- Continue to modernize internal systems and launch tools such as online reporting and digital evidence management along with body worn camera systems.
- Increase communication through community forums, surveys, and active social media channels along with media outlet participation.
- Strengthen internal oversight and professional standards policies to ensure consistency, fairness, and cultural competence.
- Ensure every officer upholds the values of integrity, respect, and service.

03. Advance Indigenous Culture, Healing, and Community Well-Being

WTPS recognizes that policing in Wiikwemkoong is not just about enforcing laws — it's about restoring balance, promoting well-being, and supporting our Nation's journey of healing.

Key Objectives:

- Embed Anishinaabe teachings and cultural protocols in training, operations, and community engagement.
- Expand partnerships with Elders, language teachers, and land-based programs to guide officer development.
- Support justice diversion and restorative approaches that align with traditional values.
- Create opportunities for youth mentorship and cultural connection through policing programs such as the school liaison and career mentorship roles.
- Offer culturally relevant wellness services for members, including traditional healing practices.
- Ensure every interaction — whether in crisis or in conversation — is delivered with empathy, dignity, and cultural understanding.



Risk Management Framework

Policing in Wiikwemkoong requires more than just responding to calls — it demands careful planning, forward thinking, and a strong understanding of the risks our community faces every day. From the impact of repeat offenders and drug-related harm to gaps in the bail system and limitations in funding, WTPS operates in a complex and high-pressure environment.

To meet these challenges, we have built a proactive and layered Risk Management Framework. This approach helps us reduce harm, strengthen our response, and advocate effectively for the resources we need to keep our community safe.

A Multifaceted Response

WTPS takes a comprehensive approach to reducing repeat crime and community risk. Our strategies include:

- Targeted enforcement zones and intelligence-led policing, allowing us to focus on known offenders and crime hotspots.
 - The creation of the WUT Situation Table, which brings together 23 local partner agencies to intervene early when someone is at risk — before a crisis occurs.
 - Leadership in regional combined forces operations, ensuring our officers and partner agencies can work together across borders and jurisdictions.
 - A dedicated Offender Management Program, where our officers conduct in-person compliance checks with individuals released on bail.
 - Participation in Ontario’s Bail Compliance framework, giving us access to tools and data that help track high-risk individuals across the system.
 - Our Community Drug Strategy, which brings together enforcement, education, and support services to reduce substance-related harm.
 - Diversion and restorative justice opportunities, especially for youth and first-time offenders, offering culturally appropriate alternatives to incarceration.
- Strong public engagement, including anonymous tip lines, online reporting, and partnerships with Crime Stoppers.
 - Enhanced officer training and operational readiness, ensuring our team is equipped to respond to modern threats with professionalism and confidence.
 - A service-wide commitment to prevention, built on the belief that we are all responsible for creating a safer, more balanced community. Invest in two-way communication strategies, including social media, newsletters, and culturally respectful public messaging.

Planning for Safety and Sustainability

This framework also supports our long-term sustainability. By identifying risks early and acting with intention, we make better use of limited resources, improve officer safety, and reduce long-term harm to the community. It allows us to advocate with confidence — showing funders, policymakers, and regional partners that WTPS has a plan, a purpose, and a proven approach.

We know that many of the risks we face — such as repeat violent crime, drug trafficking, and failures in the justice system — cannot be solved by policing alone. But through this strategy, we show that we are doing our part: leading where we can, partnering where needed, and always placing the safety of our people at the centre of every decision.

Community Engagement & Partnership

WTPS believes that strong community relationships are the foundation of effective and respectful policing. We are committed to building public trust through open communication, shared responsibility, and active collaboration. Our approach is wholistic – grounded in the understanding that safety, healing, and wellness are connected.

As a police service rooted in a First Nation community, our partnerships extend beyond enforcement. They include schools, youth groups, health agencies, Elders, cultural organizations, and grassroots leaders. Together, we work to address the root causes of crime and support every individual in achieving safety, dignity, and a sense of belonging.

Key Objectives:

- Strengthen relationships with Elders, community leaders, and the Band Council to ensure that policing reflects local values and priorities.
- Expand our presence at community events – including the Wiikwemkoong Cultural Festival, school visits, youth sports, and health fairs – to create positive, informal connections with citizens.
- Continue programs like the School Liaison Officer initiative, “Cops and Kids” Fishing Derby, and community clean-up events that bring police and residents together in meaningful ways.
- Host open houses, BBQ, young peoples events, community safety fairs, and information sessions where citizens can ask questions, offer feedback, and learn about police initiatives.
- Build and sustain partnerships with health services, social workers, victim services, and housing providers to respond to mental health, addictions, family stress, and vulnerability with care and coordination.
- Invest in two-way communication strategies, including social media, newsletters, and culturally respectful public messaging.

- Support youth leadership and mentorship programs that empower young people to see policing as a pathway to service and community care.

By working together, we create a shared foundation for prevention, healing, and long-term safety. Our goal is not only to be a police service that the community trusts – but one that the community sees as a partner in building a stronger Nation.



New Community Program Overview

Since our previous strategic planning cycle, WTPS has achieved significant milestones. We launched the Wiikwemkoong Situation Table, an inter-agency collaboration model that supports individuals before crisis. We created a full-time School Liaison Officer program, hosted our first “Cops and Kids” Fishing Derby, and expanded community participation through open houses, community safety fairs, learning seminars, Cultural Festival safety planning, and public safety education. Our Offender Management and Bail Compliance initiatives are already showing strong results in reducing repeat crime. Internally, we implemented wellness supports, added civilian roles, and invested in leadership development and team growth.

SERVICE DELIVERY MODEL (SDM) CAPACITY BUILDING

WTPS is aligning all operations with its 2030 Organizational Chart, which reflects our long-term staffing goals, division structure, and specialty unit development. We are focusing on strengthening our workforce through targeted recruitment, mentorship, and training pathways that prepare officers and civilian staff for future leadership.

Technology upgrades and data analytics tools are being deployed to support informed decision-making. This includes automated license plate recognition systems, body-worn camera implementation, in-car cameras, and upgraded mobile data terminals. We are also prioritizing member wellness, retention, and work-life balance, with expanded health benefits, a permanent Wellbeing Coordinator, and mental health debriefing protocols in place.

SITUATION TABLE

Launched in 2025, the Wiikwemkoong Situation Table brings together police, health, social services, and community support workers each week to identify individuals at risk and intervene before crisis. The early impact has been profound — housing support, mental health care, and family reunification are just some of the outcomes already achieved.

By 2028, our goal is to scale the Situation Table into a permanent, sustainable model with built-in tracking and evaluation tools. We will formalize multi-agency data-sharing agreements, train new facilitators, and support consistent outcomes across service providers.

OFFENDER MANAGEMENT AND BAIL COMPLIANCE PROGRAM (OMAP)

Through the combined work of our Offender Management and Accountability Program (OMAP) and Bail Compliance Program, WTPS proactively supervises individuals who are most likely to re-offend. Officers conduct regular check-ins, verify court order compliance, and coordinate with Crown attorneys, victim services, and mental health providers.

Key indicators for this work include reduced repeat offence rates, increased voluntary participation in support programs, and shortened time to resolution. WTPS is also a participant in Ontario’s Bail Dashboard, giving us up-to-date data on violent recidivists and high-risk individuals.

COMMUNITY DRUG STRATEGY

The Wikwemikong Tribal Police Service (WTPS) has launched a comprehensive drug strategy to address the growing impact of substance use and drug-related crime in the Wiikwemkoong Unceded Territory. This approach balances enforcement with prevention, healing, and community-led action. Grounded in Anishinaabe values and local partnerships, the strategy includes awareness education, targeted enforcement, support for treatment and rehabilitation, and strong collaboration with justice, health, and social service agencies.

WTPS works closely with partner police services and government agencies to disrupt trafficking networks through intelligence-led operations and combined forces patrols. At the same time, we support diversion programs, restorative justice, and

culturally grounded recovery pathways — especially for youth and first-time offenders. Community members can report concerns anonymously, and we actively share updates to keep the public informed and involved.

This strategy is a living framework — it grows with the needs of the community and adapts to new challenges. By combining traditional knowledge with modern policing tools, WTPS is committed to reducing harm, supporting families, and promoting long-term safety for all.

EMERGENCY RESPONSE OFFICER (ERO) PROGRAM

The ERO program is being developed to strengthen WTPS’s ability to respond rapidly to serious incidents, including threats to public safety or natural disasters. In collaboration with the OPP, selected officers will complete specialized training starting in 2026. By 2029, the program will include advanced certifications and a scalable deployment structure.

These officers will also support community events, provide visible patrol support during emergencies, and build response readiness in partnership with surrounding services.

MARINE, ATV, AND SNOWMACHINE SAFETY PROGRAM

WTPS will continue to expand seasonal patrols on water, trails, and ice roads to promote safety and visibility. Partnering with the RCMP, Coast Guard, tourism operators, and school boards, the program focuses on safe operation practices, emergency preparedness, and public education.

Community-facing activities — like student presentations and youth safety contests — help shift safety culture and reduce fatalities and injuries in these high-risk areas. Data collection and trend analysis will guide our enforcement and prevention strategy.

SCHOOL LIAISON AND YOUTH ENGAGEMENT PROGRAM

Since launching in 2025, the School Liaison Program has created strong, daily connections between officers and the three schools in Wiikwemkoong. Officers participate in recreational activities, deliver safety workshops, and act as positive mentors for students. The program has already received strong praise from students, teachers, and families.

Over the next three years, WTPS will hire a dedicated School Liaison Coordinator to support platoon officers, grow cultural programming, and introduce the DARE (Drug Abuse Resistance Education) curriculum. Youth engagement is a pillar of our crime prevention strategy and a key part of trust-building between generations.

COMMUNITY COMMUNICATIONS

WTPS has taken major steps to modernize its communications. A new website, LinkedIn presence, and redesigned social media strategy have allowed the service to reach more citizens with real-time updates, safety information, and engagement campaigns. Community events, public updates, and interactive feedback tools are also expanding.

Future plans include launching a public feedback dashboard, hosting annual “Meet Your Police” nights, and spotlighting member achievements and stories to humanize our service and increase transparency.



Organizational Development: People & Workplace Culture

WTPS is committed to being not just a high-performing police service — but a rewarding and supportive place to work. Our people are our greatest strength. The dedication, professionalism, and compassion of our officers, civilian staff, and leadership team make everything possible. That's why investing in our workforce is a central part of our strategic vision.

Over the past few years, we've taken meaningful steps to support our members: creating new leadership roles, reviewing and increasing compensation, expanding health benefits, and introducing wellness-focused policies. These efforts are shaping a service where staff feel valued, supported, and equipped to serve the community with excellence.

RECRUITMENT AND GROWTH:

- We continue to build our workforce through strategic and inclusive recruitment. Our team has participated in national and regional outreach events, including the Little NHL Tournament and Indigenous career fairs. We've hired new constables, civilian staff, and created dedicated recruiting teams to meet long-term staffing goals outlined in our 2030 organizational chart.
- A new Tuition Assistance Program is launching in 2026 to support both officers and civilian staff pursuing additional education or certifications relevant to policing, justice, wellness, or community engagement.

TRAINING AND PROFESSIONAL DEVELOPMENT:

- WTPS has established a structured Training Matrix to track both required and optional training across all roles. In 2025 alone, our members participated in more than 30 different development opportunities — from investigative techniques to Indigenous cultural education.
- Courses completed include Intimate Partner Violence Training, Sex Assault Investigator Conferences, Criminal Interdiction Seminars, Coaching and Leadership Workshops, and Taser 7 certification.
- All officers are also recertified in use of force, crisis response, and land-based communications.
- Future training plans include leadership mentoring for sergeants and acting commanders, trauma-informed response refreshers, and increased access to cultural knowledge through land-based teachings and Elder-led sessions.

WELLNESS AND RESILIENCE:

- WTPS was the first First Nation police service in Ontario to create a full-time Wellbeing Coordinator role, filled in 2025. We increased mental health benefit coverage from \$1,500 to \$5,000 annually and established a new \$3,000 per year Health Care Spending Account.
- All staff have access to trauma debriefing services following major incidents. In 2026, we will roll out additional supports such as peer mentorship, nutrition and movement resources, and wellness-themed events.
- Our goal is to embed wellness into every aspect of organizational culture — from the locker room to the boardroom.

WORKPLACE CULTURE AND LEADERSHIP:

- WTPS promotes a leadership model grounded in the Seven Grandfather Teachings. Promotions and role assignments are based on performance, service to others, and alignment with our values.
- We have introduced recognition programs that celebrate long service, bravery, and team collaboration. Our newly commissioned WTPS Long Service & Good Conduct Medal has already been awarded to outstanding members.
- Civilian and frontline staff now have greater access to internal communication channels, involvement in planning decisions, and career progression opportunities.





CAPACITY BUILDING FOR THE FUTURE:

- As we implement the 2030 Organizational Chart, we will focus on succession planning, specialized unit development (e.g., ERO, community engagement, marine/ATV patrols), and business continuity training.
- We are planning for new facility space that better supports team collaboration, training, and wellness needs.
- Our goal is to ensure that as our service expands, our people grow with it – equipped with the tools, knowledge, and support to serve at their highest potential.

WTPS is proud to be growing not just in size, but in spirit. We are creating a workplace that reflects the values of our Nation: strength, humility, service, and balance. This commitment will help us retain great people, attract new talent, and continue delivering policing that is rooted in care and excellence.

Implementation & Measurement

Progress will be tracked through annual strategic reviews, key performance indicators (KPIs) under each program theme, and reports to the Police Services Board and the community. KPIs will include metrics such as:

- Crime clearance and reduction rates
- Community satisfaction and trust scores
- Participation and attendance in community programs
- Program-specific results (e.g., repeat offender reduction, youth program growth)

Leads will be assigned to each strategic theme to ensure consistent progress, data tracking, and public accountability. Community feedback will remain a core input through surveys, town halls, and direct outreach.

Each strategic theme will be led by a designated officer or unit lead to ensure consistency, data tracking, and internal accountability. Community feedback – gathered through surveys, town halls, and direct engagement – will guide adjustments each year.

Strategic Implementation Timeline

This high-level year-by-year outline provides a framework for tracking key deliverables:

- 2026**
 - Begin formal tracking of KPIs under each strategic theme
 - Implement first cycle of internal strategic reviews
 - Continue expansion of Offender Management and Situation Table coordination
 - Maintain combined forces and interdiction operations
 - Begin facility development planning aligned with the 2030 org chart
- 2027**
 - Launch WTPS Emergency Management and Business Continuity Plans
 - Expand specialized officer training for ERO and drug enforcement
 - Review and update internal wellness supports and retention strategies
 - Introduce digital public feedback tool (dashboard or reporting feature)
 - Mid-plan internal review to assess resource alignment and capacity
- 2028**
 - Develop and implement the WTPS Community Safety Plan, in alignment with the structure required by Ontario’s Community Safety and Policing Act (CSPA)
 - Conduct broad community consultations with the Emergency Control Group and territorial leadership, guided by the Police Services Board
 - Align community safety and policing goals with strategic planning priorities
- 2029**
 - Final strategic plan review and public reporting cycle
 - Evaluation of Strategic Plan outcomes and gaps
 - Begin consultation and design process for the 2030–2033 Strategic Plan

Implementation & Transparency

This strategic plan is a living document – not a one-time report, but a roadmap for action, reflection, and improvement. Its success depends on clear accountability, open communication, and regular evaluation. WTPS is committed to ensuring that every priority outlined in this plan leads to meaningful, measurable progress in the community and within the organization.

IMPLEMENTATION APPROACH

Each of the seven strategic themes will be assigned an internal lead, responsible for coordinating goals, timelines, and progress updates. These leads will work closely with the Chief of Police and command team to align initiatives with operational needs, available resources, and ongoing community input.

Annual business plans will be developed based on this strategic plan, outlining clear action items and operational targets for each calendar year. These will guide budget decisions, staffing allocations, and project timelines.

To support this, WTPS will maintain and refine tools such as:

- The Strategic Plan Implementation Tracker
- A Community Safety KPI Dashboard
- Unit-level Action Logs and Operational Goal Setting Worksheets

These tools will help us manage timelines, review outcomes, and ensure consistent progress across departments.

PERFORMANCE AND MONITORING

Progress will be measured using both quantitative and qualitative indicators. These will include:

- Crime severity and clearance rates
- Repeat offender tracking
- Community satisfaction and trust metrics
- Recruitment and training completion rates
- Public engagement and event participation
- Use-of-force and complaint trends
- Wellness and retention indicators
- Community Situation Table

Each metric will be reviewed quarterly by leadership and reported annually to the Police Services Board and the community.



KEY PERFORMANCE INDICATORS AND TARGETS

WTPS is committed to tracking progress in ways that are clear, useful, and honest. These indicators will help us see if we're moving in the right direction, show us where we need to improve, and support our case when we advocate for more funding and resources.

Some of the key things we'll be watching include:

- Fewer repeat offences by people already in the justice system
- Fewer injuries, deaths, and unsafe driving incidents involving ATVs
- More people attending events, school programs, and using tools to report concerns
- Higher levels of public trust, based on feedback, surveys, and how complaints are handled

WTPS uses a proactive approach that includes early intervention, enforcement, education, and support rooted in our culture. By doing this work together, we can reduce harm, support healthier outcomes, and continue building a police service that truly reflects and serves the Wiikwemkoong Unceded Territory.

TRANSPARENCY AND PUBLIC ACCOUNTABILITY

We are committed to keeping the community informed and engaged every step of the way. As part of this plan, WTPS will:

- Publish an Annual Strategic Plan Progress Report
- Host yearly Community Policing Forums to discuss results and gather feedback
- Regularly update key performance highlights on our website and social media channels
- Include citizen voices through public surveys and advisory groups

This transparency reflects our belief that community trust is earned not just through action — but through openness, humility, and a willingness to be held accountable.

The path forward will not be without challenges. But by grounding our work in truth, staying focused on outcomes, and walking in step with the community, WTPS will continue to grow as a trusted, responsive, and culturally grounded police service.



Looking Ahead to 2030

The 2026–2029 Strategic Plan lays a strong foundation — but our work does not stop there. As we look toward 2030, WTPS remains focused on long-term sustainability, deeper community alignment, and continued modernization. Our path forward is rooted in both operational readiness and cultural resilience.

WTPS is preparing for long-term growth through thoughtful planning and investment. The full implementation of our 2030 Organizational Chart will support expanded community needs, increased population, and the evolving nature of frontline policing. A modern, purpose-built police facility

is also part of our vision — a space that supports team development, trauma-informed practices, and community outreach.

We will continue to recruit and train officers who reflect the community we serve, creating career paths for Indigenous youth and preparing future leaders within the organization.



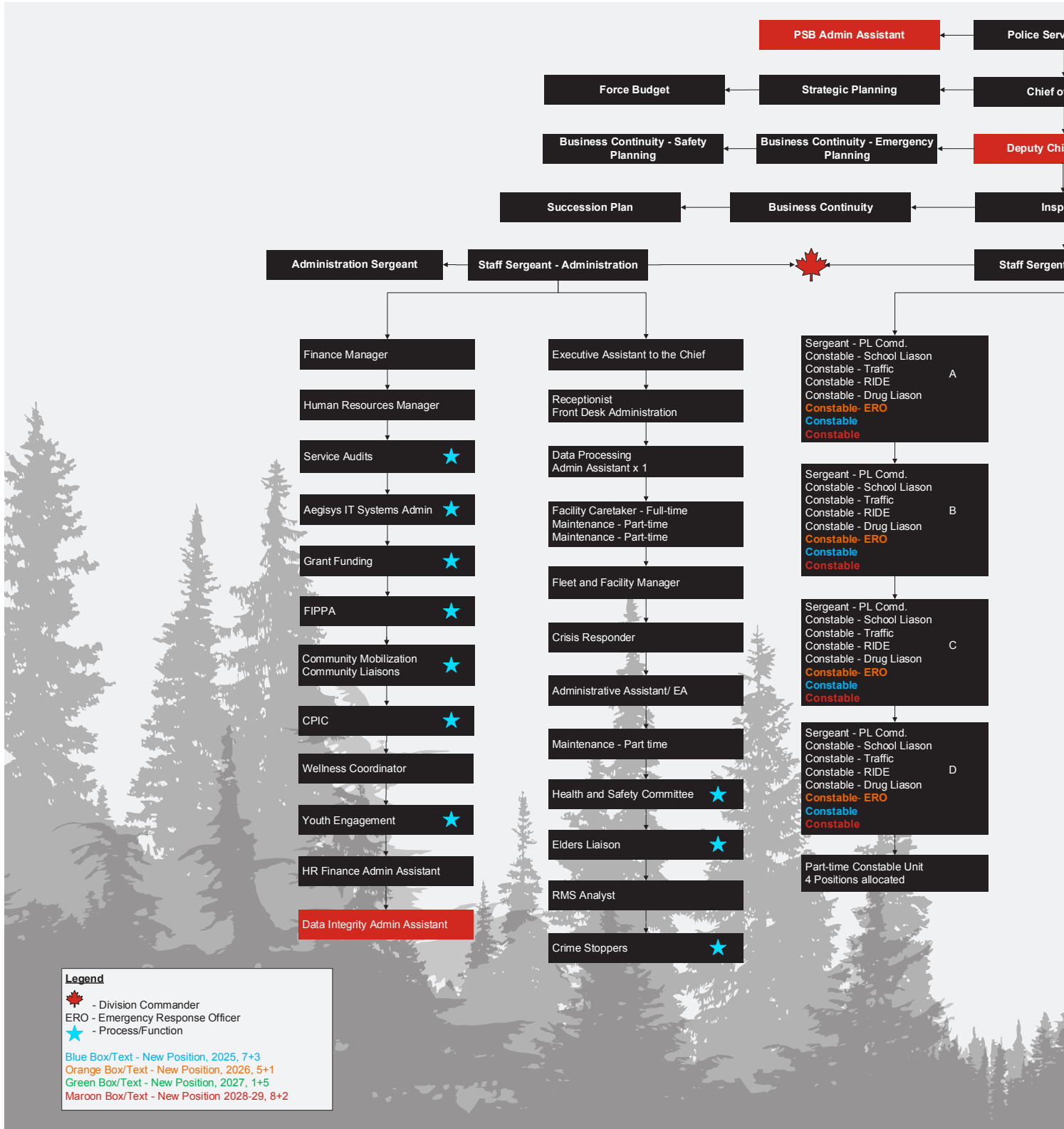
FUTURE PRIORITIES

- **Digital Modernization:** We will strengthen our use of technology to improve efficiency, transparency, and safety. This includes investing in real-time data analytics, case management systems, and digital reporting tools. Technology will help streamline operations while giving officers more time to connect with the community.
- **Cultural Training and Reconciliation:** By 2030, WTPS will have a fully integrated cultural competency and language revitalization framework. Every officer and civilian staff member will receive ongoing training rooted in Anishinaabe knowledge, Elder teachings, and land-based learning. Our goal is to create a workforce that not only understands the community – but is deeply connected to it.
- **Enhanced Governance:** We will work with the Wikwemikong Police Services Board and Band Council to strengthen oversight, policy development, and long-term financial planning. Transparency, accountability, and good governance will remain central to our identity as a trusted public service.
- **The WTPS will develop a policy position to inform advocacy efforts aimed at strengthening Wiikwemkoong, Provincial, and Federal legislation affecting First Nations Policing and community safety, with a focus on governance, funding stability, and culturally appropriate frameworks.**

As we move toward 2030, WTPS will continue to lead with humility and purpose. Our focus remains on delivering police services that support the self-determination, safety, and well-being of the Wiikwemkoong Unceded Territory. We are building not just for today – but for the generations to come.

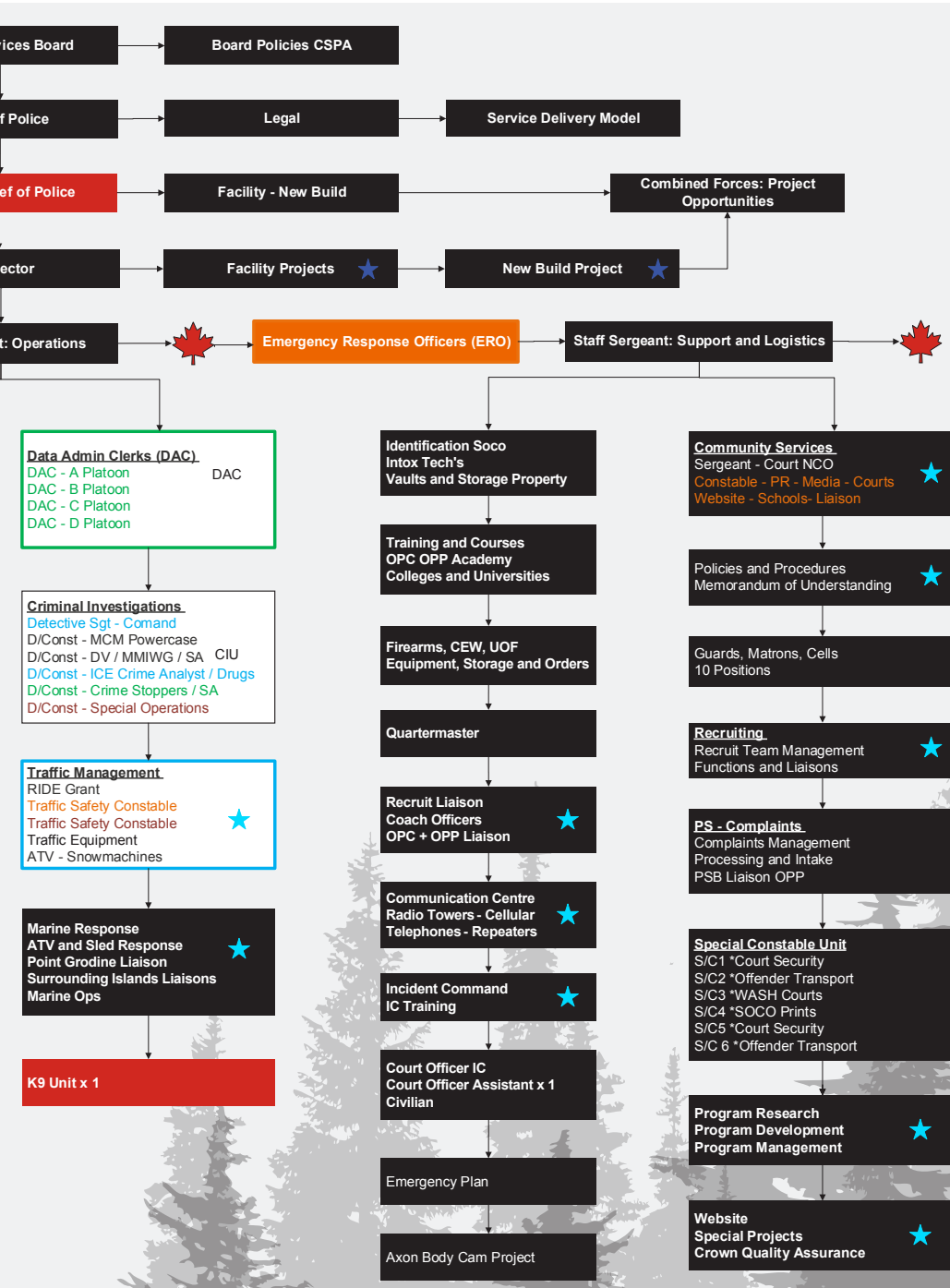


Appendix A: Organization Chart (2030)



Legend

- Division Commander
- ERO** - Emergency Response Officer
- Process/Function
- Blue Box/Text** - New Position, 2025, 7+3
- Orange Box/Text** - New Position, 2026, 5+1
- Green Box/Text** - New Position, 2027, 1+5
- Maroon Box/Text** - New Position 2028-29, 8+2





Closing Remarks

The 2026–2029 Strategic Plan marks an important step forward for the Wikwemkoong Unceded Territory — a step rooted in unity, guided by our teachings, and inspired by the strength of our people. More than a policing framework, this plan reflects a shared vision for a safer, healthier, and more empowered future for all who call Wikwemkoong home.

As we look ahead, we do so with optimism and purpose. The priorities outlined in these pages represent our collective aspiration to build a community where every person feels protected, supported, and valued. They speak to a future where culture and safety walk hand in hand, where youth see opportunity, where families find stability, and where healing and justice are grounded in our identity as Anishinaabe people.

The path forward will require collaboration, courage, and continued partnership — but our Nation has always shown the resilience needed to rise to these moments. With your guidance and continued involvement, the Wikwemikong Tribal Police Service will uphold the commitments made here and strive each day to earn the trust placed in us.

Together, we will keep building a Wikwemkoong that thrives: a community strengthened by its traditions, uplifted by its people, and prepared for the generations yet to come.

Chi Miigwech for standing with us, believing in this vision, and helping shape the future of our Nation.