



Three Year Strategic Plan for
RED DEER / LACOMBE
Rural Crime Watch Association (RCWA)

July 1st, 2015 – July 31st, 2018

Executive Summary

Strategy #1: Improve internal/external communications/relationships with RED DEER / LACOMBE RCWA stakeholders

Statement

Relationships among RCWA members and stakeholders to effectively facilitate exchange of information.

Measure – We are there when:

- **RCWA members Satisfaction Surveys indicate fair and transparent dialogue between members and stakeholders.**
- **RCWA members satisfaction is also gauged through ongoing discussions and formal/informal feedback.**

Where are we now?

- **RED DEER / LACOMBE RCWA has positive relationships with most stakeholders, recognizing that relationships are dependent on the state of criminal activity or current issues affecting the crime.**
- **Most of the strong relationships have been developed between individual RCWA members and stakeholders.**

How do we get there?

- **Continue to foster a culture of collaboration and building relationships between multiple RCWA members and stakeholders.**
- **Develop, implement and maintain a Communications Plan that facilitates the exchange of knowledge and demonstrates relevancy.**

Strategy #2: Improve Administrative Functioning

Statement

RCWA operations function efficiently and transparently in compliance with standard policies and processes.

Measure – We are there when:

- **Audits are passed with minimal deficiencies.**
- **Deadlines are met on time.**
- **There are no interruptions in service that compromise organization operations.**
- **Strategic outcomes are achieved.**

Where are we now?

- **RCWA has adequate expertise and experience dedicated to fulfilling Association mandate and day to day operations.**
- **Some processes are not clearly defined or consistent or as efficient/effective as they could be.**
- **Lack of clarity on infrastructure and application management.**

How do we get there?

- **Review and enhance the efficiency, effectiveness and consistency of RCWA processes.**
- **Maintain compliance with RCWA policies and processes.**
- **Align systems with RCWA strategies and business needs.**
- **Ensure RCWA members, and stakeholders are kept up to date of processes, and issues through a two way flow of communication.**

Strategy #3: Establish Governance

Statement

The policy and policy needs of internal and external stakeholders are met.

Measure – We are there when:

- **Members and Stakeholders have had the opportunity to provide input into policy and bylaws.**
- **Effective policy and bylaws that are current and relevant.**

Where are we now?

- **The RCWA policy and bylaw development and review process is uncoordinated and inconsistent.**
- **The RCWA has a reasonable means to consult with stakeholders.**

How do we get there?

- **Develop, document and implement an internal process to collect and communicate stakeholder comments / wants / needs / concerns.**
- **Develop, document and implement a consistent process to support policy and bylaw review.**
- **Acquire members to bylaw and policy review process.**

Table of Contents:

Introduction

- Background
- Key people to this plan – planning team

A Successful Future for RED DEER / LACOMBE RCWA

- Vision
- Mission
- Values

Tracking Progress

- Key Success Measures
- Key Success Measures Chart

Core Strategies

- Core Strategies and Action Plans

Ensuring Success

- Schedule of Plan Review
- Annual review and update
- Suggested activities

Introduction

Background

This strategic plan will guide us towards where we would like to be in the future versus having to deal with situations as they happen. It will also:

- ♦ allow proactive thinking beyond our current activities and traditions
- ♦ deal with change positively by responding to it effectively
- ♦ involve making decisions that consider changes or anticipated changes in the environment
- ♦ set priorities for action that are reflective of all aspects of our association

The timing of this initiative will give our association continuity during changing times or when there is new leadership by:

- ♦ decreasing crisis management
- ♦ using resources efficiently and effectively
- ♦ anticipating issues and developing policies to meet future needs
- ♦ gaining commitment and bringing our association together to work on common goals.

Key People to this Plan

This plan was made possible through the time and effort of the following people:

2015 - 2016 Executive & Board of Directors

President	Becky Wylie Jardine - County of Red Deer
Vice President	Phil Mueller - County of Lacombe
Secretary	Leanna Hamilton - Poplar Ridge District
Treasurer	Barb Shepherd - Councilor County of Lacombe
Board Members	Jean Bota - Councilor County of Red Deer Ken Wigmore - Councilor County of Lacombe
RCMP Advisor	S/Sgt. Ken Morrison

A Successful Future for RED DEER / LACOMBE RCWA

Vision

RED DEER / LACOMBE RCWA is recognized for leadership and professionalism that contributes to a **“Safe and Secure Community”**.

Mission

RED DEER / LACOMBE RCWA provides support to Alberta’s police services. We adhere to Canada / Alberta’s laws and partner with other support groups in **“Making our Communities a Safe Place to Call Home”**.

Values

- respect
- accountability
- integrity

Tracking Progress

Key Success Measures:

Improve internal/external communications/relationships with RED DEER / LACOMBE RCWA stakeholders

- membership committee established to improve communications and relationships
- number of presentations given across the geographical area of responsibility each fiscal year by RCWA members
- number of RCWA members or stakeholders attending information sessions
- number of RCWA stakeholders engaged in teams/committees to reduce crime
- number of fan outs to the members

Improve Administrative Functioning

- membership committee established to review existing administrative functions
- efficient and effective tracking system established

Establish Governance

- membership committee established to review existing bylaws and develop policies and procedures
- review existing bylaws and make recommendations to the board that ensure they are current and relevant
- development and implementation of policies and procedures that reflect good management practises

Key Success Measures Chart

Success Measures	Current Status	Intermediate targets				Target Year 3	
		Year 1		Year 2		actual	target
		actual	target	actual	target		
Improve communications/ relationships							
number of presentations given across the province each fiscal year by RCWA members	This is happening but is not currently tracked.						
number of members attending sessions							
number of members engaged in teams/committees							
number of fan outs to the members							
Improve Administrative Functioning							
membership committee established to review existing administrative functions							

efficient and effective tracking system established							
Establish Governance							
membership committee established to review existing bylaws and develop policies and procedures							
review existing bylaws and make recommendations to the board that ensure they are current and relevant							
development and implementation of policies and procedures that reflect good management practises							

Core Strategies

Strategy #1:

Improve internal/external communications/relationships with RED DEER / LACOMBE RCWA stakeholders

Build and Maintain Relationships with stakeholders through planned communications and process improvements

Strategy #2: Improve Administrative Functioning

Review existing RCWA administrative functions and make recommendations to the governing board.

Strategy #3: Establish Governance

Review existing bylaws and ensure they are current and relevant. Develop and implement policies and procedures.

Action Plan

Strategy #1: Improve internal/external communications/relationships with RED DEER / LACOMBE RCWA stakeholders

Actions to be achieved over planning horizon	Who completes action	Other resources required	Completion Date	Status
RCWA Communication Plan				
<p>examine current communication methods with an aim to improve effectiveness</p> <p>develop a written internal/external communications plan</p> <p>recommend a feedback process that captures stakeholder feedback</p> <p>form an inter-organization committee to implement the communications plan</p>	<p>Becky Wylie Jardine</p> <p>Barb Shepherd</p> <p>Jean Bota</p>		<p>Form working committee August 15th, 2015</p> <p>First update September 30th, 2015</p>	
Specific interpersonal communications training				
<p>Identify training needs and opportunities designed to enhance RCWA members public speaking skills</p> <p>send RCWA members to take training when and if a suitable course/trainer is found</p>	<p>Becky Wylie Jardine</p> <p>Barb Shepherd</p> <p>Jean Bota</p>		<p>First update September 30th, 2015</p>	

Promote RCWA membership through presentations at crime prevention related events and public forums-				
<p>show RCWA membership as an enticing opportunity to improve support of crime prevention initiatives.</p> <p>develop a presentation that is adaptable to a variety of presentation opportunities and trade shows.</p> <p>develop action plan – enable RCWA members from different parts of the association geographical area to give such presentations and talks</p> <p>record the number of presentations given across the area each fiscal year by RCWA members</p>	<p>Becky Wylie Jardine</p> <p>Barb Shepherd</p> <p>Jean Bota</p>		<p>Form working committee</p> <p>August 15th, 2015</p> <p>First update September 30th, 2015</p>	

RCWA Membership Recognition Program				
<p>improve member pride for participation</p> <p>RCWA board to report quarterly</p> <p>document successes using method currently practised in IIB across the whole division</p>	<p>Becky Wylie Jardine</p> <p>Barb Shepherd</p> <p>Jean Bota</p>		quarterly	

feedback system ask, listen, respond to membership RCWA Board raise the topic with RCWA members during regular interactions and report findings to	Becky Wylie Jardine Barb Shepherd Jean Bota		quarterly	
--	---	--	-----------	--

Strategy #2: Improve Administrative Functioning

Actions to be achieved over planning horizon	Who completes action	Other resources required	Completion Date	Status
Review Administrative Functioning				
examine current administrative functions with an aim to improve effectiveness form an inter-association committee to do an analysis, conduct research and make recommendations	Leanna Hamilton Jean Bota		Form working committee August 15 th , 2015	

Strategy #3: Establish Governance

Actions to be achieved over planning horizon	Who completes action	Other resources required	Completion Date	Status
Develop a Governance Infrastructure				
<p>conduct a Governance analysis</p> <p>draw on the information and experience from other associations.</p> <p>establish a membership committee to review existing bylaws and develop policies and procedures</p> <p>review existing bylaws and make recommendations to the board that ensure they are current and relevant</p> <p>develop and implement policies and procedures that reflect good management practises</p>	<p>Phil Mueller</p> <p>Ken Wigmore</p>		<p>Form working committee August 15th, 2015</p> <p>First update September 30th, 2015</p>	

Ensuring Success

Schedule of Updates and Plan Reviews

August 15 th , 2015	form working committees
September 30, 2015	First quarterly update to RCWA Board
April 1 st , 2016	Annual review of the plan and second update
July 1 st , 2016	Third update
October 1 st , 2016	Fourth update
January 1 st , 2017	Fifth update
April 1 st , 2017	Annual review of the plan and sixth update
July 1 st , 2017	Seventh update
October 1 st , 2017	Eighth update
January 1 st , 2018	Ninth update
April 1 st , 2018	Evaluate progress and celebrate success

Annual review and update

Meeting – in person

- April 2016
- April 2017
- April 2018

Suggested activities:

- review and update the written plan
- look for tweaks in areas that need revision
- identify what has changed
- celebrate progress and success achieved