



www.naps.ca

Exhibit: *National Inquiry into Missing and Murdered Indigenous Women and Girls*

Location/Phase: Part 2 Regina

Witness: Alana Morrisson

Submitted by: Krystyn Ordyniec

Add'l info: P02 P02 P0301

Date: JUN 27 2018

Initials

I/D

Entered

63

87

NISHNAWBE-ASKI POLICE SERVICE

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NISHNAWBE-ASKI POLICE SERVICE

BUSINESS PLAN 2015-2018



OUR PATH, OUR FUTURE

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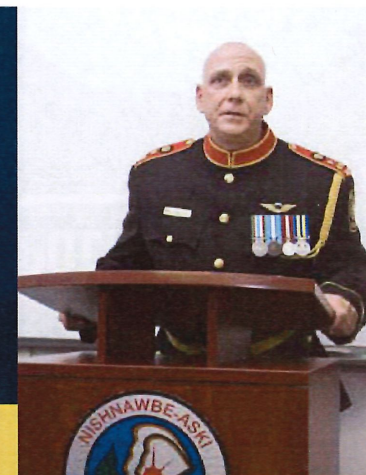
EXECUTIVE SUMMARY

Nishnawbe-Aski Police Service provides policing services to 34 communities, many are remote and isolated within the Nishnawbe-Aski Nation territory, and this territory covers 2/3 of Ontario roughly the size of France.

Nishnawbe-Aski Police Service has a complement of 150 dedicated frontline officers, these women and men provide a valuable service to the safety and security to the citizens of Nishnawbe-Aski Nation. Nishnawbe-Aski Police Service officers are truly the backbone of Nishnawbe-Aski Police and they should be commended for their continued valued work effort in adverse conditions.

With the safety of the citizens and officers, it is through our Nishnawbe-Aski Police Business plan that Nishnawbe-Aski Police will endeavour to reach its goals.

These priorities will be the focus for the duration of the Business Plan. By fostering existing partnerships with our Nishnawbe-Aski Nation leaders and community services we can all work together to ensure that these goals are achieved.



T.R. (Terry) Armstrong
Chief of Police

“

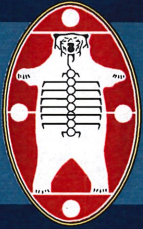
“If you accept the status quo then that is exactly what you will end up with. Our policing journey requires adversity, diversity, and never settling for the status quo. Future generations depend on us to secure safe communities.”

”



CORPORATE GOVERNANCE

POLICE SERVICES BOARD



Independent First Nations Alliance (IFNA)

Lac Seul First Nation
Muskat Dam First Nation
Pikangikum First Nation



Shibogama First Nations Council

Kasabonika Lake First Nation
Kingfisher Lake First Nation
Wapekeka First Nation
Wawakapewin First Nation
Wunnumin Lake First Nation



Keewaytinook Okimakanak (Northern Chiefs Council)

Deer Lake First Nation
Fort Severn First Nation
Keewaywin First Nation
McDowell Lake First Nation
North Spirit Lake First Nation
Poplar Hill First Nation



Wabun Tribal Council

Beaverhouse First Nation
Brunswick House First Nation
Chapleau Ojibway First Nation
Matachewan First Nation
Mattagami First Nation



Matawa First Nations Council

Aroland First Nation
Constance Lake First Nation
Eabametoong First Nation
Ginoogaming First Nation
Hornepayne First Nation
Long Lake # 58 First Nation
Marten Falls First Nation

Nibinamik First Nation
Webequie First Nation
Neshkanta First Nation
(Landsdowne House)



Windigo First Nations Council

Bearskin Lake First Nation
Cat Lake First Nation
Slate Falls First Nation
Koocheching First Nation
North Caribou Lake First Nation
Sachigo Lake First Nation
Whitewater Lake First Nation



Mushkegowuk Cree Council

Attawapiskat First Nation
Chapleau Cree First Nation
Fort Albany First Nation
Kashechewan First Nation
Missinabie Cree First Nation
Taykwa Tagamou First Nation (New Post)
Moose Cree First Nation



Independent

Wahgoshig First Nation
Flying Post First Nation
Mishkeegogaming First Nation
Mocreebec Council of the Cree Nation
Sandy Lake First Nation
Peawanuck First Nation (Weenusk)

STRATEGIC FOCUS

OUR VISION:

PROVINCIAL LEGISLATIVE FRAMEWORK/INCREASED FUNDING
THROUGH GOOD FAITH NEGOTIATIONS

QUICK FACTS:

- NAPS has 23 out of 34 communities that are remote fly in communities.
- In the last ten years the NAPS officer count had increased by 48% in 2003 our count was 98, in 2013 our count is 145.

THE SERVICE

NAPS is the largest First Nations Police Service in Canada, providing policing services to thirty-four (34) communities spread across the vast territory that encompasses the Nishnawbe-Aski Nation (NAN). The Service was established in 1994 as a result of a Tripartite Agreement (Appendix 1) between NAN, the Government of Canada and the Province of Ontario. The primary goal behind the Agreement was to establish a First Nations police service mandated to provide effective, efficient and culturally appropriate policing to the people within NAN.

NAN represents forty-nine (49) First Nations communities and a land mass that encompasses approximately two-thirds of the Province of Ontario; some 700,000 square kilometres. Thirty-four (34) of the communities are part of the Agreement that assigns authority for policing to NAPS. The NAN communities are grouped by Tribal Council (Windigo First Nations Council, Wabun Tribal Council, Shibogama First Nations Council, Mushkegowuk Council, Matawa First Nations, Keewatinook Okimakanak, and Independent First Nations Alliance).

"The Mission of the Nishnawbe-Aski Police Service is to provide a unique, effective, efficient and culturally sensitive appropriate service to all the people of the Nishnawbe-Aski area that will assertively promote harmonious and healthy communities."

The Nishnawbe-Aski Nation

Background

The traditional territory of the Nishnawbe-Aski Nation encompasses two thirds of Ontario, most of which is only accessible by air or winter ice roads. This territory stretches east from the Manitoba Border to the James Bay Coast, from Hudson Bay to Chapleau. The area is best described as the portion of Ontario that falls into the Arctic water shed.

The Nishnawbe-Aski Nation is made up of 49 diverse First Nation communities with an estimated population of 23,000 people.

The Nishnawbe-Aski Nation is a political affiliation of First Nations within the territory of the Treaty # 9. The First Nations in Ontario that were signatories to Treaty # 5 are also a part of NAN. Although most of the First Nations of NAN are grouped into seven Tribal Councils, some First Nations are independent of Tribal Council affiliation. The three principal Aboriginal languages spoken by the people of NAN are Cree, Ojibwe and Ojibway. Since its formation NAN has provided health programs, social services, justice programs, education, research, communications and many other programs and services to individual First Nation communities. The NAN Board of Directors is made up of the 49 First Nations Chiefs within the Nishnawbe-Aski Nation. The Board of Directors elect a four-member Executive Council for a three-year term to represent them in the political arena. Each Executive Council member, the Grand Chief and the three Deputy Grand Chiefs, is assigned individual portfolios and given responsibility for specific issues. At the community level governance is provided by a Chief and Council, elected by the community membership to serve for a two year term.

ORGANIZATIONAL AND MANAGEMENT

Nishnawbe-Aski Police Service Board

Chief of Police

Deputy Chief of Police

Canine Unit

Guns and Gangs/Pavis

Drug Unit/ERT/Training

Directly Reports to Deputy Chief of Police

Special Projects

Professional Standards
Office

Community Service
Coordinator

Media (.5)

Directly Reports to Chief of Police

Northeast Regional Inspectors

Administrative
Staff Sergeant

Sergeants (5)

Peawanuck 2 Cst
Attawapiskat 6 Cst/1 Sgt
Fort Albany 4 Cst/1 Sgt
Kashechewan 6 Cst/1 Sgt
Moose Factory 7 Cst/1 Sgt
New Post 1 Cst
Wahgoshig 2 Cst
Matachewan 1 Cst
Mattagami 2 Cst
Brunswick House 1 Cst
Chapleau Cree 1 Cst
Chapleau Ojibwe 1 Cst

Central Region Regional Inspectors

Administrative
Staff Sergeant

Sergeants (2)

Aroland 2 Cst
Marten Falls 2 Cst
Eabametoong 5 Cst/1 Sgt
Webequie 2 Cst
Constance Lake 4 Cst/1 Sgt
Nibinamik 2 Cst
Neskantaga 2 Cst

Northwest Regional Inspectors

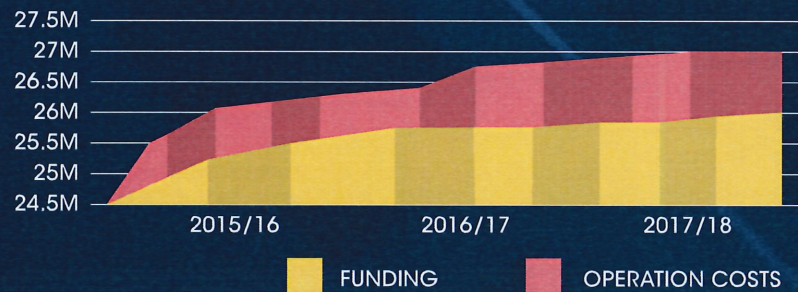
Administrative
Staff Sergeant

Sergeants (5)

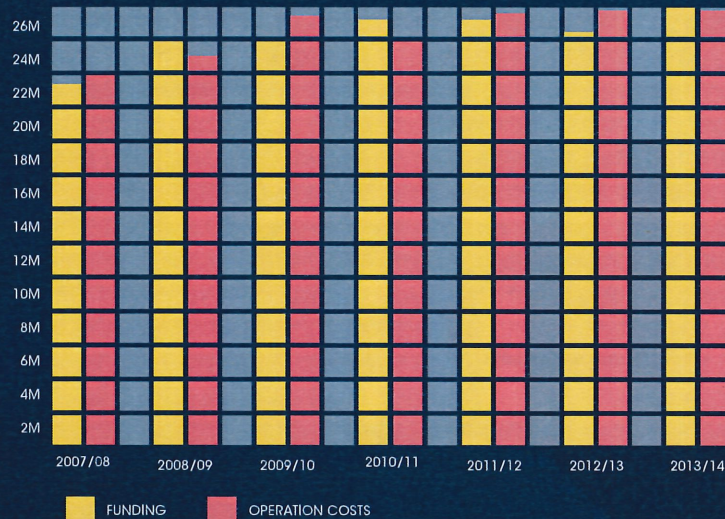
Bearskin 2 Cst
Cat Lake 4 Cst
Deer Lake 3 Cst
Fort Severn 3 Cst
Kasabonika 2 Cst
Keewaywin 2 Cst
Kingfisher Lake 2 Cst
Mishkeekogamang 6 Cst/1 Sgt
Muskrat Dam 2 Cst
North Spirit Lake 2 Cst
Poplar Hill 3 Cst
Sachigo Lake 2 Cst
Sandy Lake 6 Cst/1 Sgt
Slate Falls 2 Cst
Wunnumin Lake 3 Cst

FINANCIALS

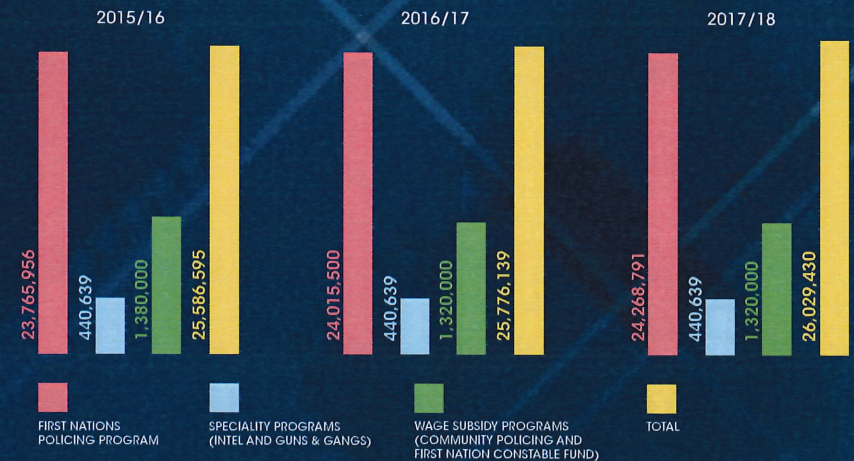
PROJECTED 3 YEAR BUDGET



HISTORY OF FUNDING AND OPERATING COSTS



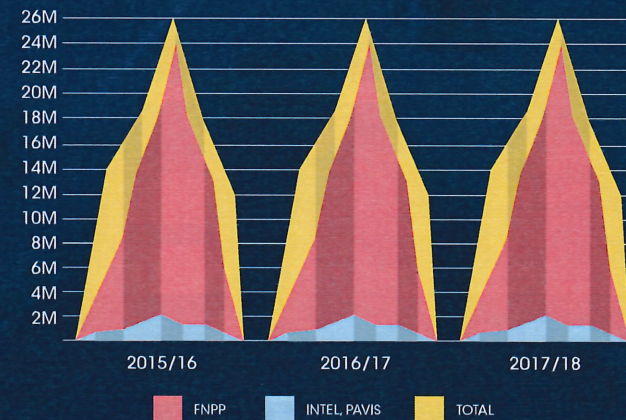
FUNDING SOURCES



As you can see from the History of Funding and Operating Costs schedule, the operating costs are increasing faster than the funding increases.

Our anticipated core funding increases 1% each year, however costs are projected to increase on average 15% each year. Negotiations are ongoing with the government as we continue to lobby for additional funding to address this shortfall.

FNCP, CPP, 1000 OFFICER



ENVIRONMENTAL AND SOCIAL IMPACTS

Culture - The people of the diverse communities within Nishnawbe-Aski Nation are strongly associated to their home communities even when they have taken up residence elsewhere. The communities that may vary in population from the very small to as many as 3,000 residents share a sense of community and cultural pride that is often contrasted by the many severe social issues. The people, as recently as the 1950's and 1960's were living on the land engaged in a traditional hunting-trapping-gathering lifestyles. English is understood and has become the first language of most of the young people although many of the older people prefer to communicate in the language and dialect of their community. The food varies between fish, traditional game and store-bought provisions. Spirituality is celebrated in diverse manners as community members follow either traditional spiritual practices or various Christian religious beliefs.

Accessibility - Some communities are located in close proximity to towns like Hearst, Chapleau, Gogama, Matheson, Cochrane and Pickle Lake and are road accessible year round. Others are only accessible by airplane or during the short period of time in the winter when temporary roads permit motor vehicle access.

Economy - Already burdened with the higher costs of living in Northern Ontario, communities are faced with additional expenses in remote and isolated areas. This can be illustrated by the recent world-wide increases in the cost of gasoline. In Cochrane, the price of gasoline remains close to \$1.15 per litre. The cost in Peawanuk is approximately \$3.00 per litre and has exceeded \$5.00 per litre when supplies are limited. Unemployment is extremely high as opportunity is restricted to community services or limited to a few commercial enterprises. The potential for resource development in the area of mining, forestry and tourism may provide some limited future opportunities. A lack of employment opportunities has resulted in unemployment rates that lead the country. Dependency on welfare and social assistance may sustain life but does little to promote personal and community esteem.

Social Problems - Alcohol and substance abuse is chronic. The resulting domestic problems include family violence, sexual abuse, neglect and suicide rates that are among the highest in Canada.

This overly simplified summary is intended to demonstrate the severity of social issues throughout the Nishnawbe-Aski Nation. The focus on the common negatives is intended to illustrate the challenges that exist. Community leaders struggle to deal with these issues with various levels of success. The efforts led to the creation and development of the Nishnawbe-Aski Police Service to become a community based, culturally sensitive service provider.

The Nishnawbe-Aski Police Service

The service began in 1994 by assuming the responsibility for policing in communities in close proximity to James Bay and Hudson Bay. The tri-partite Agreement to create the Service involved the Federal and Provincial governments and the Nishnawbe-Aski Nation. The spirit of this Agreement mandated that the Nishnawbe-Aski Police Service would provide all policing services to the Nishnawbe-Aski Nation. Funding is provided at a ratio of 52% Federal and 48 % Provincial.

The Ontario Provincial Police in 1975 were tasked by the provincial and federal governments to administer a program to provide policing services to the Nishnawbe-Aski Nation. The constables that were selected, trained and assigned to the NAN communities were supported by the Northeast and Northwest Patrol Units of the OPP. The road accessible communities were supported by closest OPP detachments. Each patrol unit had its own airplane and police officers trained as pilots for its utilization.

The first significant challenge faced by NAPS was the severe lack of capital. Budgets and staffing levels were inadequate; officers were often poorly trained or coached. The availability of suitable detachments and housing for officers was nonexistent which is in stark contrast to how health and education services are supported.

The police service has been left with few options for the provision of infrastructure and often has assumed building that have been recommended for demolition. The infrastructure crisis impacts negatively on every police service function from recruitment to the arrest of offenders.

The Nishnawbe-Aski Police Service expanded in 1998 to include the NAN communities in the Northwest. Presently, NAPS provides policing services to 34 Nishnawbe-Aski Nation communities and through various funding agreements the Service has a total complement of 149.

There are three (3) Regional Headquarters located in Sioux Lookout, Cochrane and Thunder Bay. The NAPS General Headquarters provides administrative support, air services and executive management from a central location in Thunder Bay, ON.

Summary

For far too long, the Nishnawbe-Aski Police Service has been limited by funding constraints. Front line officers have suffered from the lack of resources and support providing a service that is essential to communities with severe social issues. They are often required to respond to potentially dangerous call for service with no available backup

The officers provide services that fall well outside of the parameters of traditional policing in what may be described as an experiment or an adventure. The experiment has created the largest First Nation police service in North America and clearly demonstrated that the vision for policing has resulted in a service that is viable and practical. The NAPS adventure has also concluded that manner in which the governments have funded First Nations policing could be described as "bargain basement policing" where there is no consideration for acceptable policing standards.

Communities and their leadership have grown impatient and are now demanding the policing services that they envisioned with the creation of NAPS. The political leaders in response to growing community concerns are considering existing options. Many officers have succumbed to the stress, isolation, constant demand and relentless criticisms of community members. It must be consistently stated that there is a need for generous funding contributions to ensure appropriate levels of service.



THE STRATEGIC ACTION PLAN - 2015 - 2018

RETENTION	TRAINING	RECRUITMENT	EQUIPMENT & SAFETY RADIOS / COMMUNICATIONS	RADIOS/COMMUNICATION/INFORMATION TECHNOLOGY RESOURCES
Stable Infrastructure	Efficient	Progressive	Protect the public	Innovative / Resourceful / Intelligence lead
A sustainable stream of motivated employees who are proud to dedicate themselves	Encourage, promote and sustain professional and highly skilled workplace	We are a positive workforce that attracts the best	We demonstrate our ability to operate efficiently and effectively in an increasingly complex and challenging policing environment	Enhanced internal and external communications to ensure reliable public safety and flow of information within Service
<ol style="list-style-type: none"> 1. Reduce officer costs for travel 2. New awards policy 3. Opportunities in the field 4. Pre-deployment orientation 5. Motivating across generations 6. Exit and entrance interviews 7. Needs assessment of all members 8. Wage parity 	<ol style="list-style-type: none"> 1. Meet and exceed mandated training 2. Leadership training 3. Develop corporate culture and workplace training (mental health, stress) 4. NEW HR software 5. INVEST in our employees with meaningful and required training 6. A mindful service dedicated to Police officer and Civilian employee development utilizing technology for purposeful mandated and/or elective training. 	<ol style="list-style-type: none"> 1. Continuous learning and development 2. Promote a healthy and engaged workforce 3. Strengthen our integration of services, both internally and externally 4. Succession planning 5. Thorough cost analysis advertising vs PR relations 6. Recruit more civilians and Special Constables 7. Field Incorporation - the Service travel to the field for interviews and we have recruitment officers in the field 	<ol style="list-style-type: none"> 1. Homogenous fleet 2. Invest public funds wisely through effective fiscal management 3. Improve systems processes & practices through ongoing efficiency reviews or audits 4. Use technology to maximize our effectiveness 5. Invest in frontline service delivery to meet provincially legislated standards. 	<ol style="list-style-type: none"> 1. A corporate communication strategic plan is developed including working with cell providers directly and through MOU's and MOU with KNET (nexus between service providers) 2. Ensuring system security (encryption) 3. Real time communication of policy/Internal information flow 4. Community based surveys 5. Research existing fibre-optic project (aligning quality network demands to meet the needs of geographically challenged Service) 6. Increase IT staff 7. Bridge gap - improve technology 8. RETAIN "our" stats 9. BELL mobility satellite proposal

PROJECTS

OUTCOMES

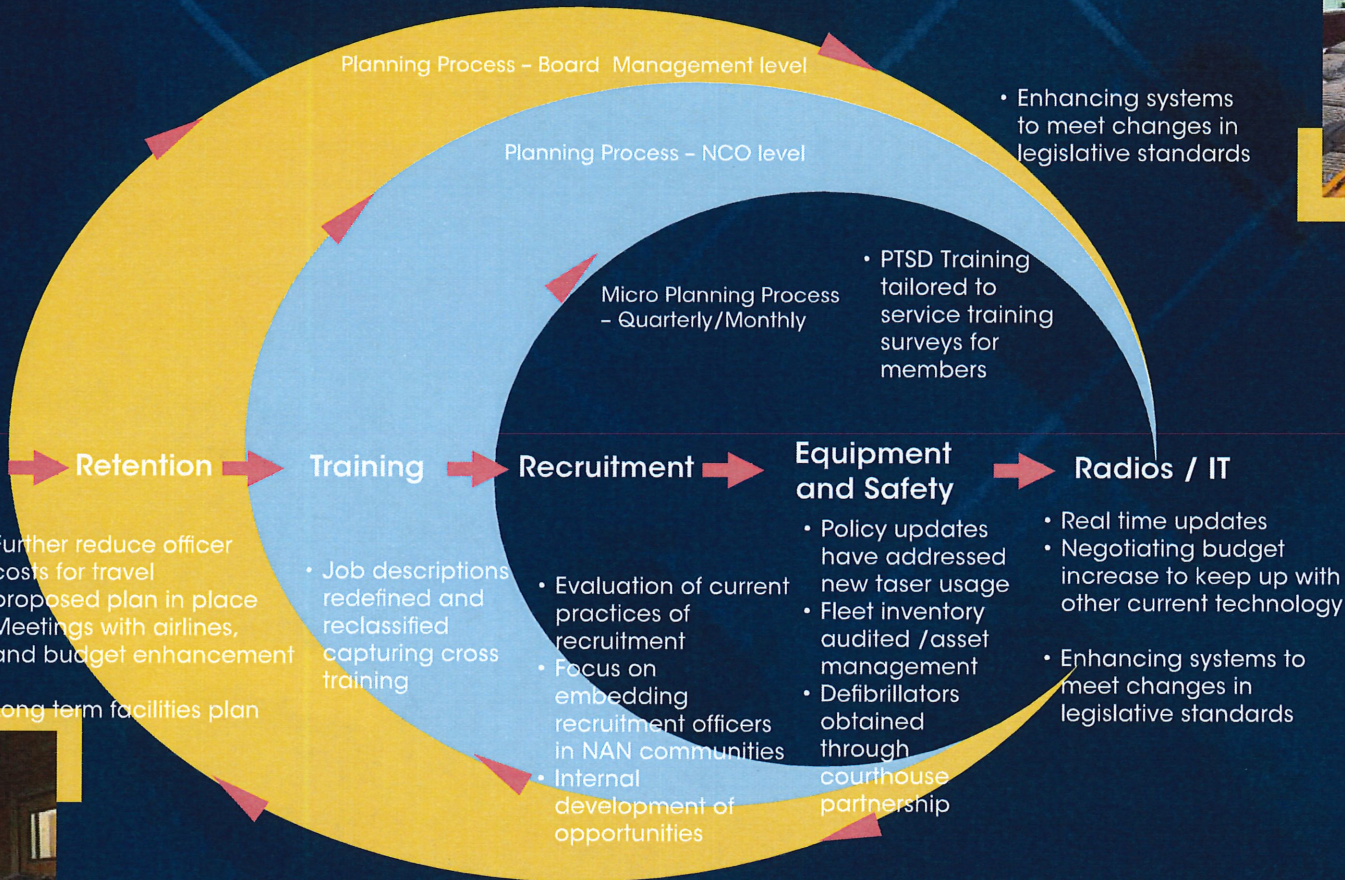
STRATEGIES

THE STRATEGIC FOCUS ACTION PLAN

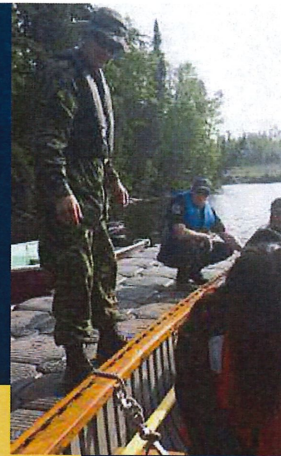
AN ONGOING PLAN

Our Vision
Provincial
Legislative
Framework/
Increased
Funding
Through good
faith
negotiations

Ongoing
Business
Planning

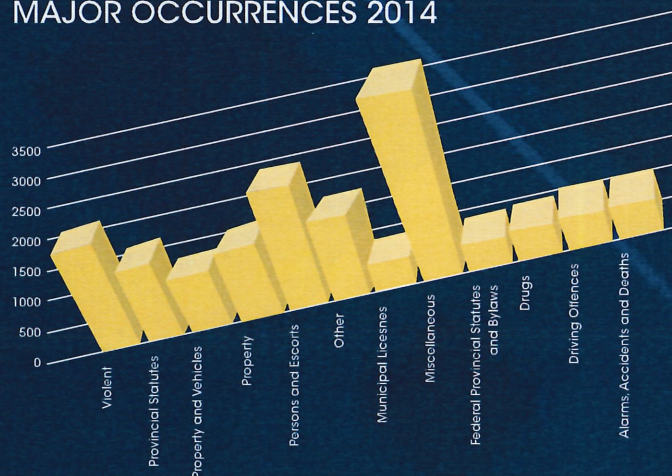


Quarterly meetings in conjunction with NCO meetings



STATISTICS

MAJOR OCCURRENCES 2014



* statistics reflected are from 2014 Niche database that was launched in February 2014 to December 31st, 2014.

CRIME SEVERITY INDEX 2009 - 2013

The Police Reported Crime Severity Index (PRCSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. More serious crimes are assigned higher weights, less serious offences lower weights. As a result, more serious offences have a greater impact on changes in the index.

	2009	2010	2011	2012	2013
Treaty Three Communities, Ontario, municipal [35155]	283.52	390.55	576.45	531.49	426.34
Nishnawbe-Aski Nation, Ontario, municipal [35011]	266.6	265.43	240.98	241.55	287.44
Wikwemikong, Ontario, municipal [35130]	471.13	451.66	514.7	377.56	271.81
Six Nations, Ontario, municipal [35210]	249.15	270.2	228.69	228.6	245.5
United Chiefs and Councils of Manitoulin (UCCM) Anishnabek, Ontario, municipal [35320]	294.46	366.38	276.37	235.23	127.29
Anishnabek, Ontario, municipal [35006]	21.16	21.96	21.95	132.06	124.48
Timmins, Ontario, municipal [35289]	95.32	94.84	99.47	108.97	84.98
Thunder Bay, Ontario, municipal [35299]	114.92	113.67	106.84	89.56	83.08
Dryden, Ontario, municipal [35084]	97.55	77.63	75.62	74.23	70.02
Akwesasne Mohawk, Ontario, municipal [35002]	102.8	122.36	97.03	88.99	69.73
Ontario	69.3	65.58	61.16	58.95	52.49

Violent category includes Murder, Manslaughter, Assault, Assault with a weapon and all sexual offences among others.

Provincial Statutes included liquor licence act, automobile insurance act and highway traffic act offences along with many others.

Property and Vehicles category includes all community service activities, general patrol of communities and occurrences that include insecure buildings, motor vehicle damage, lost and found property and abandoned/recovered/towed vehicles.

Property category includes arson, break and enter, theft over \$5000, theft under \$5000, trafficking/possession of stolen goods, all frauds, mischief to property over \$5000 and under \$5000.

Persons and escorts is just that including prisoner escort, traffic escort, missing person, mental health act, sudden death, warrants, home invasion, elder abuse, proceeds of crime, all youth crime.

Other category encompasses all prostitution offences, gaming and betting house offences, offensive weapons and explosives, firearm offences, bail violations, indecent acts, child pornography, proceeds of crime as well as many other similar activities.

Municipal licenses include noise complaints which is the majority of activity in this category.

Miscellaneous category is comprised mainly of animal related occurrences, police assistance to other agencies, properly checks, R.I.D.E checks and traffic control.

Federal Provincial statutes and bylaws include firearms act, dogs by-laws etc.

Drug category includes all illicit drug investigation work.

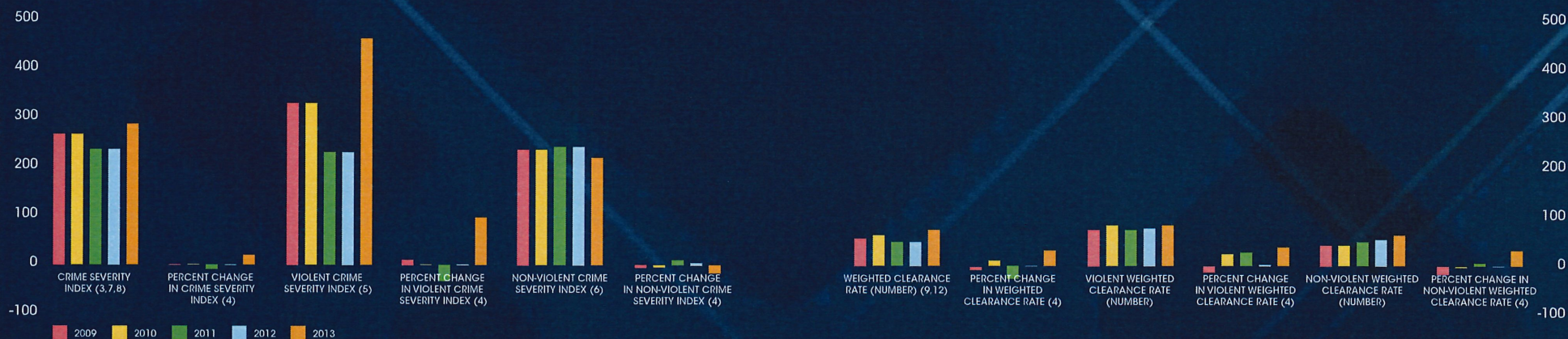
Driving offences is a very large category with all vehicle related charges included.

Alarms, Accidents and deaths have most of their occurrences in the accidental alarm occurrences as well as malfunction alarms.

QUICK FACTS:

- Nishnawbe-Aski Police Service is 20 years young; the Ontario Provincial Police is over 105 years old and the Royal Canadian Mounted Police is over 140 years old.
- Nishnawbe-Aski Police Service is the only First Nation Police Service with specialized units of a Canine Unit, Emergency Response Team, Critical Incident Response Team and Drug Unit.

CRIME SEVERITY INDEX AND WEIGHTED CLEARANCE RATES

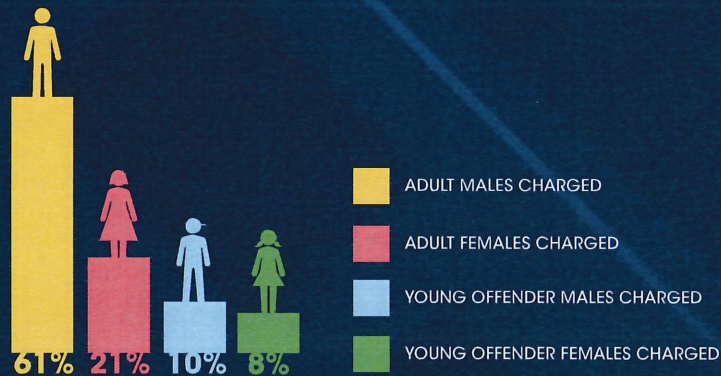


OCCURRENCES BY DETACHMENT BY YEAR



*Statistics related by this graph are for the year 2014 integrating data from Enterpol and NICHE. This is representative of occurrences at Nishnawbe-Aski Police Service detachments.

OFFENDER STATISTICS 2014



* statistics reflected are from 2014 Niche database that was launched in February 2014 to December 31st, 2014.

QUICK FACTS:

- NAPS responds to over 19,000 calls per year.
- NAPS services an area of approximately 200,000 square kilometers.
- Ontario has the largest Aboriginal population in Canada.
- The Aboriginal population is very young and growing. The population increased by 6.6% between 2001 and 2006. 27% of the population is 15 years or younger.

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SOCIAL MEDIA AND POLICING

Since the launch of NAPS' walk on the social media beat in January 2012, the numbers showing engagement with the public has grown. Our social media officer monitors all of NAPS' social media venues 24/7 in order to address any questions or concerns from the public as soon as possible. This successful monitoring has led to many NAN citizens' concerns being actioned by the right officer and/or unit. It is important to note that social media is not an emergency service where people who need immediate police assistance.

NAPS has also had the pleasure of having a fan from one of the communities that we serve offer to create and manage an Instagram account all about NAPS. The Instagram page is located at [NAPS_9](#). The fan and manager of that account wanted to spread awareness to native policing, especially in Ontario's north and has had a dream since back in his grade school days to attend college for Media Arts and one day create a police reality show about NAPS. We are happy to support his dream of attending college.

Listed below are all of the social media venues that NAPS is currently involved in and the type of information that will be found at each venue:

www.naps.ca is the main website for NAPS. Here you will find all media releases and contact information for members and areas of NAPS.

<http://joinnaps.ca> is the Recruitment website for NAPS. Here you will find information about the 7 qualifications that are required in order to be able to apply for a Constable position with NAPS. This website also has information about each qualification, a recruitment video, profiles of current-serving NAPS members, employment information such as salary, duties, pension & benefits, and the hiring steps. Interested applicants are encouraged to research NAPS prior to completing an application and may find out more in the "Candidate Preparation List."

<http://www.facebook.com/NAPSpolice> The NAPS Facebook page is where we share news, events, public safety messages, seek public assistance, and engage the public's questions or concerns. Last year's Likes = 1,101. This year's Likes (at the time of this report) = 1,744.

http://www.twitter.com/NAPS_Police The NAPS Twitter account where we post and share information, and engage the public directly. Last year's Twitter Followers = 1,121. This year's Twitter Followers (at the time of this report) = 2,380.

<http://www.youtube.com/NAPSpolice> This is the NAPS YouTube page which features videos from NAPS and shared videos from the media, our policing partners and agencies. The Global National News features which aired during March 2013 about funding, accommodations, NAN safety concerns and officer stress have been posted at this page.

The use of social media in policing has assisted NAPS in communication, education, recruitment, and interaction to better serve our communities.





NISHNAWBE ASKI POLICE SERVICE 20th Anniversary



OUR VISION - OUR FUTURE

When we look at our strengths we have much to be proud of and build upon; highly trained personnel, ongoing emphasis on learning, specialized departments, good compliment of sworn and civilian positions, sound management and numerous interagency relationships.

We draw guidance, spirit and focus from the Nishnawbe-Aski Nation Communities and the Police Service Board.

An electronic version of this plan is available at www.naps.ca

If you would like additional printed copies of this document, please send a request to the Office of the Chief of Police, indicating the number of copies and your complete mailing address.

Thank you!

