

Chief Terry Ray Armstrong, M.O.M., C.M.M. III Police Executive, of the Nishnawbe Aski Police Service (NAPS) headquartered in Thunder Bay, Ontario, has had an illustrious 38-year career in service to Canada and Canadians. His career stands out by virtue of his vast experience in policing, his expertise and leadership in First Nations community safety and wellness, his emphasis on the protection of vulnerable individuals and populations, and his lifetime unwavering commitment to Canada's First Peoples. His professional integrity has been a hallmark of his work in the complex landscape of First Nations policing and the safety, health and well-being of Indigenous communities.

Terry Armstrong joined the Canadian Armed Forces in January 1980, serving four and a half years until his honorable discharge in June 1984. In that period he served provincially in Petawawa, Borden and Kingston, and internationally both in North Atlantic Treaty Organization (NATO) exercises in Norway and as a United Nations (UN) "first generation" peacekeeper (1957 to 1988) deployed to Xeros, Cyprus to reduce tensions in the Greece-Cyprus trouble spot. He was one of the many included in the non-individual Nobel Peace Prize awarded to the UN peacekeeping forces in 1988.

Upon leaving the military, Terry Armstrong embarked on a policing career that has seen his progression through numerous areas of specialization, ongoing and continuous professional development of himself and others, increasing responsibilities and commensurate higher ranks. His work has earned him the respect and recognition of his profession and the communities in which he has worked and lived. Although he is not a member of a First Nation by birth, he joined the Ontario Provincial Police (OPP) as a First Nations Constable and was first posted to Pikangikum First Nation in Northwestern Ontario. He moved to Ear Falls Detachment in 1987, then to the OPP Northwest Patrol Unit based in Sioux Lookout, serving remote fly-in First Nations communities. He was assigned subsequently to the Kenora Detachment, Northwest Region In-Service Training Unit and the Aboriginal Policing Bureau's Integrated Support Service Unit.

While still with the OPP, Armstrong was seconded three times to various First Nations police services, a testament to his expertise, versatility and professional value. In 2006 he was seconded to NAPS as an Acting Staff Sergeant to provide operational support and mentorship to a newly-promoted officer. In 2008 he was seconded to the Lac Seul Police Service as Acting Chief of Police after its Chief was seriously injured in an accident. Finally, in 2009, as Detective Staff Sergeant, he was seconded to run the Treaty Three Police Service (T3PS) Crime Unit/Drug Unit/Intelligence Unit. In this role he was responsible for overseeing criminal, drug enforcement and intelligence operations to ensure complete, thorough and timely investigations and to serve as Deputy Chief of Police when required.

Armstrong retired from the OPP in 2010, moving on to become Deputy Chief of Police (Operations) with the T3PS, a position he held until 2013. In this capacity he oversaw frontline operations as well as criminal intelligence and specialty units for a police agency that serves twenty-three First Nations territories in a vast area of 55,000 square miles in the Kenora and Rainy River Districts of Ontario. In 2013, while still under contract with T3PS, Chief Armstrong was recruited by the Nishnawbe Aski Nation to

take on the role of Chief of Police of NAPS, in order to stabilize the organization and mentor subordinate officers.

NAPS is Canada's largest First Nations police service, operating in a geographic area two-thirds the size of Ontario and serving thirty-four communities, many of them isolated fly-in communities. He brought in many operational innovations that have helped the police service to modernize: new policies, increased accountability and standards, enhanced communications with the remote locations served by NAPS, improved information transmission and interoperability with forty-one other Ontario police agencies, and an integrated Emergency Response Team to ensure that northern communities receive appropriate tactical responses.

This was a critical period in First Nations policing, when inequities in service standards came to light sharply, demanding a resolution. Chief Armstrong was an integral player in the 2018 changes to legislation in Ontario that will bring First Nations police services under the same legislated policing standards as municipal and provincial police services, thereby achieving parity and policing backed by the rule of law. This is a momentous development in First Nations policing in Ontario and Canada, in that it provides protections to retain the indigenous identity of NAPS while making it a legislated police service like any other in Ontario.

As someone committed to lifelong learning and professional development, Chief Armstrong has from the beginning of his career continually updated his own credentials by completing over forty police-related courses. He has passed all levels of Ontario's provincial promotional examinations for police, and has successfully completed courses on a wide range of topics including, among others, Lawful Justification (related to Criminal Intelligence), Aboriginal Perceptions, Suicide Prevention, Senior Police Administration, Major Case Management, Domestic Violence Investigations, First Nations Corporate Governance, Financial Investigations and Community Justice Forum Facilitator Training.

He has been equally dedicated to the professional development of others, serving as a mentor, establishing in-service training components with police services and creating instructor positions. He has taught a multitude of courses over twenty years, spanning topics as diverse as fitness, cross-cultural awareness and effective presentations. Armstrong has given use of force and firearms training and introduced conducted energy weapons to First Nations frontline policing.

Chief Armstrong has developed working relationships within provincial, national and international groups by being an active member of many police organizations. He is currently the Director for First Nations policing with the Ontario Association of Chiefs of Police, a member of the International Association of Chiefs of Police, the Canadian Association of Chiefs of Police and the Canadian Peacekeeping Veterans Association. He is also a member of the Ontario Provincial Police Association and was Vice President of 17 District in 2007. In addition, he is an active member of the First Nations Chiefs of Police Association.

Chief Armstrong's achievements in the military and in policing, along with his contributions to community engagement and development, and his skill at fostering strong and fruitful relationships between police agencies and indigenous groups, have been recognized throughout his career in the form of significant awards and recognition. He received the United Nations Peacekeeping medal in 1982 and the Canadian Peacekeeping Service Medal in 1988. In 2000 Armstrong received a Director's Commendation for his outstanding contribution to the Ontario Provincial Police In-Service Block Training Program. In 2003 he received a Commissioner's Commendation in recognition of his contribution to the creation, development and implementation of the Immediate Rapid Deployment training program designed to equip officers in responding to mass shootings.

He is a 2004 recipient of the Exemplary Police Service Medal that recognizes police officers who have served in an exemplary manner, characterized by good conduct, industry and efficiency, receiving the 30-year bar that is added to that medal in 2014. He was awarded the Queen Elizabeth II Diamond Jubilee Medal in 2012. He was named a Member of the Order of Merit of the Police Forces in 2015-2016 by the Governor-General. Terry Armstrong is acknowledged as the "very first First Nations Chief of Police" to receive standing in 2015 as a Certified Municipal Manager by the Certified Municipal Management Institute, a non-profit corporation with a mandate to facilitate and promote management development programs for municipal personnel.

In both his professional life and his activities as a private individual and community member, Chief Armstrong has been a tireless advocate for improved living and working conditions for Indigenous people. As a community member, Terry Armstrong has volunteered for many years as a minor hockey coach and a Sea Cadets leader. He also volunteered and worked with Indigenous youth at the Nanaandawe'yewigamig Healing Lodge, designed to support youth recovering from addiction, abuse and intergenerational trauma.

He continues to work as a helper with Wilfred Laurier University's Faculty of Graduate and Postdoctoral Studies in the Master of Social Work Program, assisting with Indigenous cultural ceremonies and activities for the students. In addition, he volunteered as a helper for several years with the Northern Ontario School of Medicine to increase Indigenous cultural understanding and awareness among medical students. His holidays are spent assisting his spouse, Tina, a member of the Bearskin Lake First Nation, with sweat and healing lodges and cultural training. This involves assisting Indigenous Elders who facilitate Indigenous cultural ceremonies.

Most recently, Chief Armstrong was honoured by Chiefs-in-Assembly and presented with a bear claw necklace for his years of dedication to the people of Nishnawbe Aski Nation when he announced his upcoming retirement during the XXXVII Keewaywin Conference held in August 2018 in Chapleau Cree First Nation.

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

Location/Phase: Parts 2-3: Quebec

Witness: Terry Armstrong

Submitted by: Christa Big Canoe

Add'l info: P02-03 P02 P0101

Date: SEP 17 2018

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